

Transformational Leadership of the Police and Learning Culture on the Performance of Personnel in the Criminal Office of the Tangerang Police Resort

Bejo Satriyo¹⁾ & Ibnu Khajar²⁾

¹⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: bejosatriyo.std@unissula.ac.id

²⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: ibnukhajar@unissula.ac.id

Abstract. *This study is an explanatory research with an associative approach that aims to analyze the influence of transformational leadership on personnel performance and organizational learning culture within the Indonesian National Police (Polri). The population of the study consisted of all 87 personnel of the Criminal Investigation Unit (Satreskrim) at Polresta Tangerang, who also served as the sample through a census sampling technique, in which every member of the population was included. The research variables were measured using personal questionnaires with closed-ended items and a 1–5 Likert scale, ranging from Strongly Disagree to Strongly Agree. Data analysis was conducted using the Partial Least Square (PLS) method. The results indicate that transformational leadership within Polri has a positive and significant effect on personnel performance. In addition, transformational leadership also shows a positive and significant influence on organizational learning culture. Further findings confirm that transformational leadership contributes significantly to enhancing personnel capabilities in carrying out their duties. Overall, this study emphasizes that transformational leadership practices play a strategic role in strengthening both performance and learning culture within police work units.*

Keywords: Culture; Leadership; Organizational; Personnel; Transformational.

1. Introduction

In an era of globalization and increasing crime complexity, the police force is required to continuously transform and adapt to maintain public order and security. The Criminal Investigation Unit (Satreskrim), as the vanguard of law enforcement, plays a crucial role in uncovering various crimes and upholding justice. Therefore, the performance of Satreskrim personnel is a key indicator in realizing a professional, modern, and trustworthy Indonesian National Police (Polri).

The police force is essentially a government agency responsible for maintaining public order and security. As an organization, the police force's primary duties and authorities include

maintaining public order and security, enforcing the law, and providing protection, guidance, and services to the community.(Arif 2021).

The primary duties of the Indonesian National Police, as stipulated in Law Number 2 of 2002 concerning the Police, include maintaining public security and order, enforcing the law, and providing protection, care, and service to the community. These objectives can only be achieved through the high level of dedication, discipline, and professionalism of police officers in carrying out their duties and responsibilities. Therefore, sound management and effective planning are essential for the management of the police as a government institution.

The police institution plays a strategic role in creating security, order, and social stability in society. The performance of police officers is a key factor in the success of a police agency.(Rahmawati, Ansari, and Tahir 2022). Police performance includes actions taken by police officers in carrying out their duties as mandated by the people, developing tasks assigned by the agency.(Tri Brata and Nashar 2022). Therefore, the performance of Polri members is an important element in achieving goals in accordance with the police's vision and mission, and Polri views performance as a strategic instrument to measure the ability of members to carry out their duties in accordance with the laws that regulate them.

One factor that significantly influences personnel performance is the leadership style applied, particularly transformational leadership, which can inspire, motivate, and drive positive change within an organization. One leadership style frequently used in police agencies is transformational leadership. Transformational leaders are able to inspire, inspire, and drive positive change within the organization. In the police force, this leadership style is relevant for creating a work climate that supports individual and collective capacity building.

Leadership is often referred to as a factor that plays a key role in achieving the success of an institution or organization.(Karp 2020)Through innovative abilities, ideas, behavior, and leadership, individuals are able to guide organizations towards achieving their goals. (Alrowwad, Abualoush, and Masa'deh 2020) Leaders who are able to direct, enhance, and mobilize the potential of individuals and their team members collectively can achieve organizational success. A leader's creativity also allows for the maximization of potential within the organization, increasing efficiency, and achieving optimal performance.(Pawar 2016).

Previous research on the role of transformational leadership in HR performance still leaves gaps. Among these findings is the finding thattransformational leadership does not have a significant influence on employee performance(Novitasari, Francisca Sestri Goestjahjanti, and Masduki Asbari 2020)while the relationship between transformational leadership and employee performance is considered significant(Virgiawan, Riyanto, and Endri 2021). Then, the results of the study showed that transformational leadership did not have a significant direct effect on employee performance.(Rafia and Sudiro 2020). Nevertheless, transformational leadership ultimately improves performance, as suggested by(Qalati et al. 2022).

The gap opens a gap This research aims to fill this gap by exploring how transformational leadership can interact with an organizational learning culture to create a work environment that supports improved employee performance. An organizational learning culture refers to the values, attitudes, practices, and environment established within an organization to support and encourage continuous learning among its members. This includes the creation and utilization of knowledge and innovation to improve organizational effectiveness and efficiency.

On the other hand, an organizational learning culture, which reflects values, attitudes, and practices that support shared learning and individual growth, is recognized as a critical factor in strengthening an organization's capacity for adaptation and innovation.(Khan et al. 2021a)This type of culture recognizes the importance of learning as a key tool for adaptation and growth in a rapidly changing environment. Organizations with a strong learning culture tend to be more innovative, adaptive, and successful in facing market challenges and changing external environments. This culture helps organizations not only survive challenging conditions but also thrive and thrive.

A learning culture reflects the extent to which an organization encourages its members to continuously learn, innovate, and develop in response to the dynamics of their work. A learning culture within police units is crucial to ensuring personnel are able to keep up with evolving crime modus operandi, information technology, and legal regulations. However, in practice, not all units have an effective learning and leadership culture. Several challenges, such as resistance to change, lack of ongoing training, and authoritarian leadership styles, remain. This can directly impact personnel performance in carrying out their duties, particularly in the criminal investigation field, which demands precision, speed, and professionalism.

Based on this background, this study aims to analyze the influence of transformational leadership and a learning culture on the performance of personnel in the Tangerang Police Criminal Investigation Unit. The results are expected to provide strategic input for police leaders in strengthening organizational culture and increasing the effectiveness of leadership styles to optimize personnel performance.

2. Research Methods

The type of research that used This research is an associative type of explanatory research, namely aiming to find out the relationship between two or more variables. (Sugiyono 2018) This study aims to explain hypothesis testing with the aim of confirming or strengthening the hypothesis, which in turn can strengthen the theory used as a basis. In this case, it examines the influence of the National Police's transformational leadership; learning culture; work environment; and police personnel performance.

3. Results and Discussion

3.1. Respondent Description

The respondents of this study were all Personnel from the Criminal Investigation Unit at the Tangerang Police totaling 87 personnel. The study was conducted by distributing questionnaires to all personnel on October 11-20, 2025. During the field implementation, all respondents were willing to fill out the questionnaire, so that the results of the study obtained 87 research questionnaires that were completely filled out and could be used in the data analysis of this study. The characteristics of the respondents are described in the form of statistical data obtained through the distribution of the questionnaires. An overview of the characteristics of the respondents can be presented as follows:

1) Gender

The description of the characteristics of the respondents involved in this study can be explained based on gender factors as follows.

Table Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	77	88.5
Woman	10	11.5
Total	87	100.0

Source: Data processing results, 2025.

The data presented in Table shows that the respondents in this study were predominantly male, with 77 respondents (88.5%), while 10 respondents (11.5%). This composition indicates that the Tangerang Police Criminal Investigation Unit is still dominated by male personnel, in line with the general characteristics of police work units that require high mobility, physical strength, and readiness to face dynamic and risky field conditions. This male dominance can impact operational effectiveness, especially in the context of law enforcement and criminal investigations. However, the presence of female personnel also plays an important role in supporting a humanistic approach, communication, and social sensitivity, which can strengthen the image of the Indonesian National Police institution in the community.

2) Age

The description of the profile of respondents who contributed to this study can be explained based on age level factors as follows.

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
18 - 30 years old	24	27.6
31 - 40 years old	30	34.5
41 - 50 years old	18	20.7
>50 years	15	17.2
Total	87	100.0

Source: Data processing results, 2025.

Based on the information contained in Table, it can be seen that the 31–40 age group is the largest (34.5%), followed by the 18–30 age group (27.6%), 41–50 age group (20.7%), and over 50 years (17.2%). This indicates that the majority of Satreskrim personnel are in the mature, productive age range, where work experience and adaptability to organizational change tend to be optimal. The dominance of the 31–40 age group also reflects a balance between high work enthusiasm and maturity in decision-making. This finding has positive implications for personnel performance because this age range typically experiences emotional stability, strong discipline, and beginning to develop leadership skills.

3) Last education

The characteristics of respondents who participated in this study can be described based on the most recent educational factor as follows.

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
High School/Vocational School	31	35.6
Diploma	9	10.3
Bachelor	41	47.1
Postgraduate	6	6.9
Total	87	100.0

Source: Results of data processing, 2025.

Table shows that the majority of respondents had a bachelor's degree (47.1%), followed by high school/vocational school (35.6%), diploma (10.3%), and postgraduate (6.9%). This composition indicates that the majority of Satreskrim personnel have a higher educational background, which has the potential to improve analytical skills, legal understanding, and the application of technology in the investigation process. Higher education is also correlated with improved critical thinking and effective communication skills, which are crucial for team coordination and cross-agency interactions. On the other hand, the presence of personnel with secondary education still makes a significant contribution because they typically possess strong operational experience and in-depth field understanding.

4) Years of service

The profile of respondents who participated in this study can be explained based on the length of service factor as follows.

Table Respondent Characteristics Data According to Length of Service

Years of service	Frequency	Percentage
0 - 10 years	15	17.2
11 - 20 years	24	27.6
21 - 30 years old	30	34.5
> 30 years	18	20.7
Total	87	100.0

Source: Primary Data Processing Results, 2025.

Table shows that the characteristics of tenure indicate that the group with 21–30 years of service is the most dominant (34.5%), followed by 11–20 years (27.6%), more than 30 years (20.7%), and 0–10 years (17.2%). This illustrates that the majority of respondents have extensive work experience in the field of criminal investigation, which indicates a high level of professionalism and loyalty to the institution. This extensive experience can be a key asset in establishing an effective work culture, increasing the accuracy of investigations, and mentoring younger personnel. Therefore, this mature tenure structure is believed to contribute significantly to organizational stability and improve the overall performance of personnel at the Tangerang Police Criminal Investigation Unit.

Descriptive analysis, in this case, aims to provide an overview of respondents' assessments of the variables being studied. Using descriptive analysis, we can obtain information about respondents' tendencies in responding to the indicators used to measure the research variables. The data explanation process is carried out by assigning weights to each statement in the questionnaire.

Respondent response criteria follow the following assessment scale: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Next, from this scale, the data will be grouped into three categories. To determine the score criteria for each group, it can be calculated as follows.(Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Highest score – lowest score = 5 - 1 = 4

Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. The complete calculation results for each indicator are presented below:

Tabell DesResearch Variable Thesis

No	Variables and indicators	Mean	Standard Deviation
1	Transformational Leadership of the Indonesian National Police	3.90	
	a. Idealized Influence (Charisma)	3.90	0.65
	b. Intellectual stimulation	3.84	0.66
	c. Individualized Consideration	3.93	0.76
	d. Inspirational Motivation	3.92	0.69
2	Organizational learning culture	3.79	
	a. Continuous learning,	3.87	0.77
	b. Dialogue and inquiry,	3.79	0.88
	c. Team learning,	3.72	0.80

d. Embedded systems,	3.89	0.84
e. System connection,	3.80	0.79
f. Empowerment,	3.67	0.80
3 Personnel performance	3.94	
a. Moral integrity	3.87	0.64
b. Work competencies	4.09	0.62
c. Intellectual ability	3.86	0.67
d. Physical fitness	3.92	0.73

Table shows that the overall average score for the Transformational Leadership variable of the Indonesian National Police is 3.90, which is in the high/good category (3.67–5.00). This means that the leadership carried out by the Head of the Criminal Investigation Unit at the Tangerang Police has been implemented well and has had a positive impact on improving personnel capabilities. The indicator with the highest score is Individualized Consideration with a mean of 3.93. This indicates that the leader is able to foster work enthusiasm, provide collective motivation, and instill a sense of pride in the duties and responsibilities of personnel. Meanwhile, the indicator with the lowest mean score is “Intellectual Stimulation” (3.74), which, although still considered high, indicates the need for improvement in terms of encouraging innovation and critical thinking among members. In general, these results illustrate that good transformational leadership can increase trust, commitment, and discipline in carrying out investigative and criminal investigation tasks.

The findings on the organizational learning culture variable obtained an overall average of 3.79, categorized as high/good. This result reflects that the work environment at the Tangerang Police Criminal Investigation Unit has supported continuous learning processes and knowledge exchange among members. The indicator with the highest mean value was “Embedded Systems” (3.89), indicating that organizational mechanisms, policies, and routines have facilitated the learning process in daily work. Conversely, the indicator with the lowest mean value was “Empowerment” (3.67), although still in the high category, indicating that some personnel feel they have not been fully involved in decision-making or have not received optimal space for innovation. This strong learning culture contributes to increased adaptability, team coordination, and the quality of investigative work results.

The overall average value of the personnel performance variable was 3.94, which is included in the high/good category. This indicates that the majority of personnel at the Tangerang Police Criminal Investigation Unit demonstrated good work performance in carrying out operational and administrative tasks. The indicator with the highest mean value was “Work Competence” (4.09), indicating that personnel have strong technical and professional abilities, both in mastering legal procedures and applying investigative skills. Meanwhile, the indicator with the lowest mean value was “Intellectual Ability” (3.86), which remained high, but indicated that there was room for development in the aspects of strategic analysis and tactical thinking skills. These findings indicate that personnel performance has been built on the basis of strong competence and commitment, supported by inspirational leadership and a positive learning culture within the organization.

Data analysis in this study was conducted using PLS (Partial Least Square) and the data was processed using the Smart PLS 4.1.0 program. According to Ghazali and Latan (2015:7) the PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test predictive relationships between constructs by seeing whether there is an influence or relationship between the constructs.

Measurement model testing (outer model) shows how the manifest or observed variables represent the latent variables to be measured. Measurement model evaluation is conducted to test the model's validity and reliability. The validity criteria are measured by convergent and discriminant validity, while the construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach alpha.

5) *Convergent Validity*

Convergent validity The measurement model with reflective indicators is assessed based on the correlation between item scores and component scores calculated using PLS. The measure of individual reflexivity is declared high if the loading factor value is more than 0.7 with the measured construct for confirmatory research and the loading factor value between 0.6 - 0.7 for exploratory research is still acceptable and the Average Variance Extracted (AVE) value must be greater than 0.5.

3.2. Structural Model Evaluation (Inner Model)

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the output of the structural model, which examines the significance of the loading factor, which explains the influence of the Police Transformational Leadership construct on personnel performance through the mediation of organizational learning culture as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

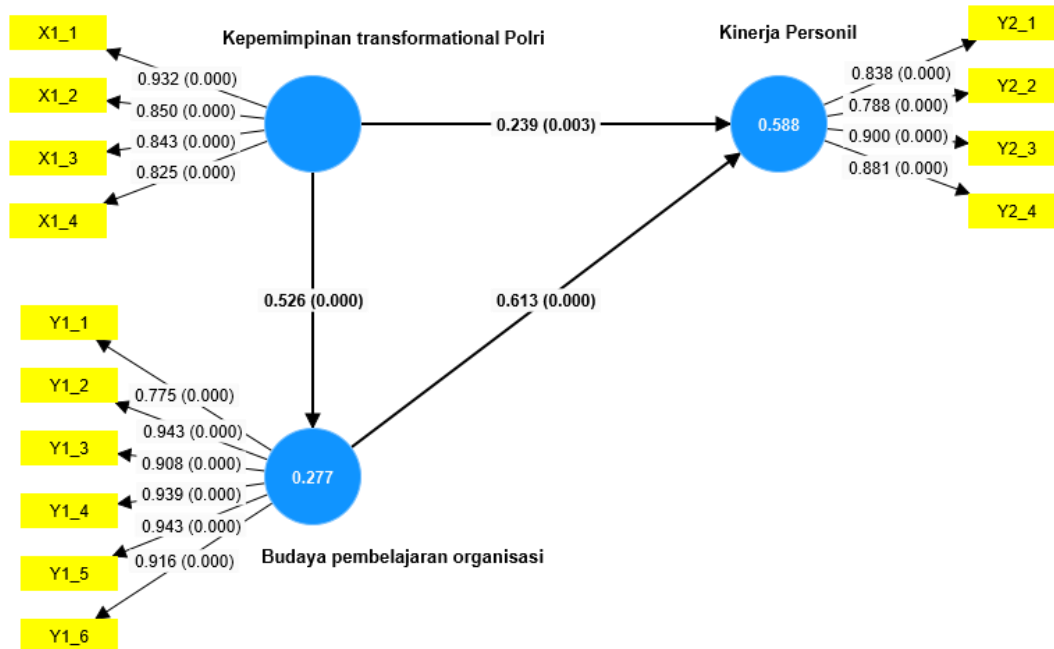


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

Research hypothesis testing was conducted to determine whether the hypothesis was accepted or not. The testing procedure was carried out by comparing the calculated t-test with the t-table, assuming that the calculated t-test is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational culture -> learning Personnel Performance	0.613	0.612	0.078	7,895	0.000
Transformational leadership of the Indonesian National Police -> Organizational learning culture	0.526	0.530	0.079	6,697	0.000
Transformational Leadership of the Indonesian National Police -> Personnel Performance	0.239	0.243	0.081	2,941	0.003

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the results of the data processing presented above, the testing for each research hypothesis can be explained further, namely:

1) Hypothesis Testing 1:

H1: The better the transformational leadership of the Indonesian National Police, the better the performance of its personnel.

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample) of the influence of Polri Transformational Leadership on personnel performance, namely 0.239. This result provides evidence that Polri Transformational Leadership has a positive influence on personnel performance. The results of the t-test confirmed these findings, where it was known that the magnitude of the calculated t (2.941) was greater than the t-table (1.96) with p (0.003) smaller than 0.05. These results indicate that transformational leadership positively and significantly influences personnel performance. This means that the better the transformational leadership carried out by superiors, the better the personnel performance will tend to be. Based on this, the first hypothesis proposed in this study, namely "The better the Polri transformational leadership, the better the performance of its personnel" can be accepted.

2) Hypothesis Testing 2:

H2: The better the transformational leadership of the Indonesian National Police, the better the learning culture will be.

The second hypothesis test was conducted by examining the estimated coefficient value (original sample estimate) of the influence of the Police Transformational Leadership on organizational learning culture, which was 0.526. This result provides evidence that the Police

Transformational Leadership has a positive influence on the learning culture of personnel organizations. The results of the t-test confirmed this finding, where it was known that the calculated t-value (6.697) was greater than the t-table (1.96) with p (0.000) less than 0.05. This indicates that the Police Transformational Leadership positively and significantly influences the learning culture in the organization. This means that the better the Police Transformational Leadership, the more the learning culture in the personnel organization tends to increase. Based on this, the second hypothesis proposed in this study, namely "The better the Police Transformational Leadership, the better the learning culture will be" can be accepted.

3) Hypothesis Testing 3:

H3: The better the learning culture, the better the personnel performance.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Organizational Learning Culture on Personnel Performance, which was 0.613. This result provides evidence that Organizational Learning Culture has a positive influence on Personnel Performance. The results of the t-test confirmed these findings, where it was known that the magnitude of the calculated t (7.895) was greater than the t-table (1.96) with p (0.000) less than 0.05. The results of this test prove that Organizational Learning Culture positively and significantly influences Personnel Performance. This means that if the Organizational Learning Culture is better, then Personnel Performance will tend to increase. Based on this, the third hypothesis proposed in this study, namely "The better the learning culture, the better the personnel performance" can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in table.

Table Summary of Hypothesis Test Results

	Hypothesis	t value	p-value	Conclusion
H1	The better the transformational leadership of the Indonesian National Police, the better the performance of its personnel.	2,941	0.003	Accepted
H2	The better the transformational leadership of the Indonesian National Police, the better the learning culture will be.	6,697	0.000	Accepted
H3	The better the learning culture, the better the personnel performance.	7,895	0.000	Accepted

Note: The hypothesis is accepted if $t > 1.96$ and $p \text{ value} < 0.05$

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The indirect effect test was conducted to see the influence given by an exogenous variable (Police Transformational Leadership) on the endogenous variable (Personnel Performance) through an intervening variable, namely the Organizational Learning Culture variable. The

indirect effect of Police Transformational Leadership on Personnel Performance through the mediation of Organizational Learning Culture is depicted in the following path diagram:

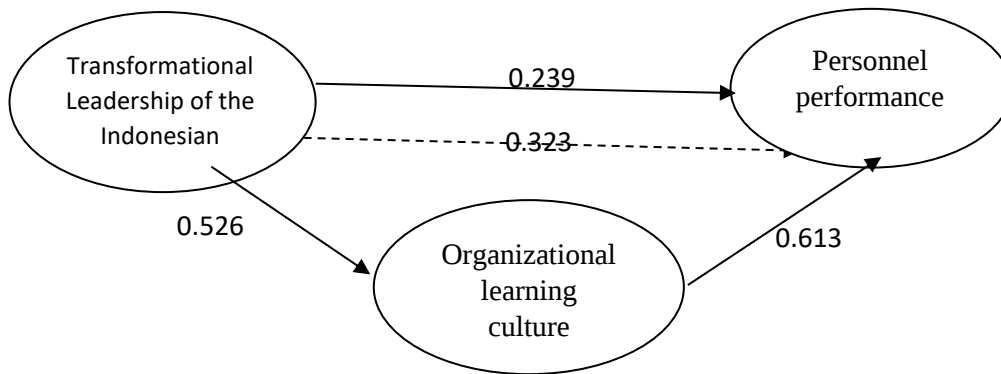
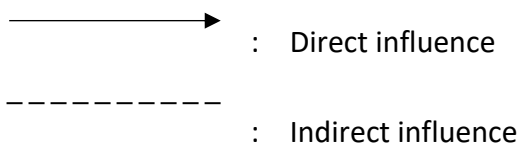


Figure Path Coefficient of the Influence of Transformational Leadership of the Indonesian National Police on Personnel Performance through Organizational Learning Culture

Information :



Discussion:

1) The influence of Polri transformational leadership on personnel performance

Transformational leadership in the Indonesian National Police has a positive and significant impact on personnel performance. Previous research also shows that transformational leadership is positively related to performance. (Naderi et al. 2019).

Transformational Leadership of the Indonesian National Police in this study it was measured from the reflection of four indicators namely indicators Idealized Influence (Charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation. These four indicators contribute to improving personnel performance. In this study it was measured from the reflection of four indicators namely indicators Moral integrity, work competence, intellectual ability, and physical fitness.

The Indonesian National Police Transformational Leadership variable shows that the indicator with the highest outer loading value is Idealized Influence (charisma). Meanwhile, in the Personnel Performance variable, the indicator with the highest outer loading value is Intellectual Ability. This finding indicates that the stronger the idealized influence displayed by the leader, the greater the intellectual ability of personnel in carrying out their duties. This means that leadership qualities that are capable of serving as role models not only shape

positive behavior but also encourage the development of personnel's thinking, problem-solving, and analytical abilities.

The Indonesian National Police Transformational Leadership variable shows that the indicator with the lowest outer loading value is Inspirational Motivation. Meanwhile, for the Personnel Performance variable, the indicator with the lowest outer loading value is Work Competence. These findings illustrate that as a leader's ability to provide motivation, encouragement, and optimism to members increases, the work competence of personnel also develops. This means that a superior's ability to inspire enthusiasm, convey a clear vision, and foster self-confidence plays a significant role in improving the skills, knowledge, and quality of member task performance.

2) The influence of Polri's transformational leadership on organizational learning culture

Transformational leadership in the Indonesian National Police (Polri) has a positive and significant influence on organizational learning culture. Previous research also shows that transformational leadership, along with personal cultural values, plays a crucial role in building a learning organization.(Şahin and Bilir 2024).

Transformational Leadership of the Indonesian National Police in this study it was measured from the reflection of four indicators namely indicators Idealized Influence (Charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation. These four indicators contribute to improving an organization's learning culture.in this study it was measured from six indicators namely indicators Continuous learning, Dialogue and inquiry, Team learning, Embedded systems, System connections, and Empowerment.

The Indonesian National Police Transformational Leadership variable shows that the indicator with the highest outer loading value is Idealized Influence (charisma). Meanwhile, for the Organizational Learning Culture variable, the indicator with the highest outer loading value is Dialogue and Inquiry. These findings indicate that the stronger the idealized influence displayed by a leader, the higher the quality of dialogue and inquiry within the organization.

This means that leaders who are role models not only build trust and motivation but also encourage more open, constructive, and reflective communication in the workplace. A leader's exemplary leadership encourages organizational members to be more confident in discussions, asking questions, seeking solutions, and digging deeper into information.

The Indonesian National Police Transformational Leadership variable shows that the indicator with the lowest outer loading value is Inspirational Motivation. Meanwhile, for the Organizational Learning Culture variable, the indicator with the lowest outer loading value is Continuous Learning. These findings suggest that as leaders' abilities to provide motivation, encouragement, and an inspiring vision increase, the practice of continuous learning within the organization will also develop. This means that inspirational motivation from leaders plays a crucial role in fostering a spirit of continuous learning among personnel.

3) The influence of organizational learning culture on personnel performance

Transformational leadership in the Indonesian National Police has a positive and significant impact on personnel performance. Previous research also shows that a strong learning culture creates an environment where employees feel encouraged to continue learning and developing, thereby improving their abilities and skills, thus increasing their productivity. (Ivaldi et al. 2022).

Organizational learning culture in this study it was measured from six indicators namely indicators Continuous learning, Dialogue and inquiry, Team learning, Embedded systems, System connections, and Empowerment. These six indicators contribute to improving personnel performance. in this study it was measured from the reflection of four indicators namely indicators Moral integrity, work competence, intellectual ability, and physical fitness.

The Organizational Learning Culture variable shows that the indicator with the highest outer loading value is Dialogue and Inquiry. Meanwhile, in the Personnel Performance variable, the indicator with the highest outer loading value is Intellectual Ability. This finding suggests that the stronger the practice of open dialogue and inquiry processes within an organization, the more the intellectual abilities of personnel develop. This means that a work environment that encourages discussion, the exchange of ideas, and in-depth information gathering can enrich members' thinking, enhance their analytical skills, and strengthen their capacity to solve problems effectively.

The Organizational Learning Culture variable shows that the indicator with the lowest outer loading value is Continuous Learning. Meanwhile, for the Personnel Performance variable, the indicator with the lowest outer loading value is Work Competence. This finding suggests that improvements in the continuous learning aspect will directly contribute to increased work competency of personnel. This means that when an organization encourages continuous learning processes, personnel will increasingly master the technical and non-technical skills required for their duties.

4. Conclusion

The study controversy (research gap) between the role of leadership on performance, so the formulation of the problem in this study is "the role of transformational leadership of the Indonesian National Police and organizational learning culture on personnel of the Tangerang Police." Then the answer to the research question is as follows: Transformational leadership in the Indonesian National Police (Polri) has a positive and significant impact on personnel performance. These results indicate that Idealized Influence (Charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation play a significant role in improving personnel performance. Transformational leadership in the Indonesian National Police (Polri) has a positive and significant impact on organizational learning culture. These results indicate that transformational leadership is able to foster an organizational learning culture, as proxied by continuous learning, dialogue and inquiry, team learning, embedded

systems, system connections, and empowerment. Transformational leadership of the Indonesian National Police (Polri) has a positive and significant influence on personnel performance. These results indicate that the better the transformational leadership of the Indonesian National Police (Polri), the better the moral integrity, work competence, intellectual ability, and physical fitness.

5. References

- Alrowwad, Ala'aldin, Shadi Habis Abualoush, and Ra'ed Masa'deh. 2020. "Innovation and Intellectual Capital as Intermediary Variables among Transformational Leadership, Transactional Leadership, and Organizational Performance." *Journal of Management Development* 39(2):196–222. doi: 10.1108/JMD-02-2019-0062.
- Anis, Rizqul, I. Made, Bayu Dirgantara, and Meirani Harsasi. 2022. "Pengaruh Kecerdasan Emosional Dan Lingkungan Kerja Terhadap Kinerja Anggota Kepolisian Dengan Mediasi Komitmen Organisasi." *EDUKASIA: Jurnal Pendidikan Dan Pembelajaran* 3:1011–22.
- Arif, Muhammad. 2021. "Tugas Dan Fungsi Kepolisian Dalam Perannya Sebagai Penegak Hukum Menurut Undang-Undang Nomor 2 Tahun 2002 Tentang Kepolisian." *Al-Adl: Jurnal Hukum* 13(1):91–101.
- Bass, B. M. 1996. *A New Paradigm of Leadership: An Inquiry into Transformational Leadership*. Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.
- Burns, James Macgregor, and The Bass Bass, Bernard M. 2008. "Transformational Leadership." 1–5.
- Caruso, Shirley J. 2016. "A Foundation For Understanding Knowledge Sharing: Organizational Culture, Informal Workplace Learning, Performance Support, And Knowledge Management." *Contemporary Issues in Education Research (CIER)* 10(1):45–52. doi: 10.19030/cier.v10i1.9879.
- Choi, Iseul. 2020. "Moving beyond Mandates: Organizational Learning Culture, Empowerment, and Performance." *International Journal of Public Administration* 43(8):724–35. doi: 10.1080/01900692.2019.1645690.
- Chua, Jeremy, and Oluremi B. Ayoko. 2021. "Employees' Self-Determined Motivation, Transformational Leadership and Work Engagement." *Journal of Management and Organization* 27(3):523–43. doi: 10.1017/jmo.2018.74.
- Dwi Rahayu, Afriani, and Pontjo Bambang Mahargiono. 2020. "PENGARUH MOTIVASI KERJA, LINGKUNGAN KERJA, DAN KEPUASAN KERJA TERHADAP KOMITMEN KARYAWAN." *Jurnal Ilmu Dan Riset Manajemen* 1(1):1–19.

- Fajar, Fitriani, Program Studi, Administrasi Bisnis, Stia Bagasasi, Ihsan Setiadi Latief, and Cucu Hodijah. 2022. "PENGARUH KOMUNIKASI INTERPERSONAL DAN GAYA KEPEMIMPINAN TERHADAP KINERJA TEAM WORK (STUDI KASUS PADA SATUAN POLISI PAMONG PRAJA KOTA BANDUNG)." *CAKRAWALA-Repositori IMWI* / 5(1).
- Handayani, F., and S. N. Azizah. 2021. "Pengaruh Lingkungan Kerja Non Fisik, Motivasi Dan Disiplin Kerja Terhadap Kinerja Guru SMP Negeri 1 Karangsambung Pada Masa Pandemi Covid 19." *Jurnal Ilmiah ...* 3(3):495–509.
- Hasibuan, Siti Maisarah, and Syaiful Bahri. 2018. "Pengaruh Kepemimpinan, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja." *Maneggio: Jurnal Ilmiah Magister Manajemen* 1(1):71–80. doi: 10.30596/maneggio.v1i1.2243.
- Hendy Tannady, Yan Erlyana, and Filscha Nurprihatin. 2019. "Effects of Work Environment and Self Efficacy toward Motivation of Workers in Creative Sector in Province of Jakarta, Indonesia." *OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT* 20(172):165–69.
- Kim, Eun Jee, and Sunyoung Park. 2020. "Transformational Leadership, Knowledge Sharing, Organizational Climate and Learning: An Empirical Study." *Leadership and Organization Development Journal* 41(6):761–75. doi: 10.1108/LODJ-12-2018-0455.
- Koh, Dohyoung, Kyootai Lee, and Kailash Joshi. 2019. "Transformational Leadership and Creativity: A Meta-Analytic Review and Identification of an Integrated Model." *Journal of Organizational Behavior* 40(6):625–50. doi: 10.1002/job.2355.
- Luh Sri Kumbadewi, I Wayan Suwendra, and Gede Putu Agus Jana Susila. 2021. "PENGARUHUMUR, PENGALAMAN KERJA, UPAH, TEKNOLOGI DAN LINGKUNGAN KERJATERHADAP PRODUKTIVITAS KARYAWAN." *E-Journal Universitas Pendidikan Ganesha Jurusan Manajemen* 9:1–9.
- Madi Odeh, Rana B. S., Bader Yousef Obeidat, Mais Osama Jaradat, Ra'ed Masa'deh, and Muhammad Turki Alshurideh. 2023. "The Transformational Leadership Role in Achieving Organizational Resilience through Adaptive Cultures: The Case of Dubai Service Sector." *International Journal of Productivity and Performance Management* 72(2):440–68. doi: 10.1108/IJPPM-02-2021-0093.
- Mamangkey, Trisofia Junita, Altje Tumbel, and Yantje Uhing. 2015. "The Effect of Training , Experience and Work Environment of the Performance." *Pengaruh Pelatihan, Pengalaman Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Bangun Wenang Beverages Company Manado* 3(1):737–47.
- Mangkat, R. S., B. Tewal, and R. N. Taroreh. 2019. "PENGARUH PENGALAMAN KERJA, PELATIHAN, NILAI PRIBADI DAN ETOS KERJA TERHADAP KINERJA ANGGOTA POLISI

PADA KANTOR PUSAT KEPOLISIAN DAERAH SULAWESI UTARA.” *Pengaruh Pengalaman Kerj ... 3319 Jurnal EMBA 7(7):3319–28.*

Marsick, Victoria J., and Karen E. Watkins. 2003. “Demonstrating the Value of an Organization’s Learning Culture: The Dimensions of the Learning Organization Questionnaire.” *Advances in Developing Human Resources* 5(2):132–51. doi: 10.1177/1523422303005002002.

Maryati, Yati, and Agie Hanggara. 2022. “PENGARUH KEPEMIMPINAN KEPALA SEKOLAH, LINGKUNGAN KERJA DAN MOTIVASI KERJA TERHADAP KINERJA GURU.” *Equilibrium: Jurnal Penelitian Pendidikan Dan Ekonomi* 19(01):1–9.

Novitasari, Dewiana, Francisca Sestri Goestjahjanti, and and Masduki Asbari. 2020. “The Role of Readiness to Change between Transformational Leadership and Performance: Evidence from a Hospital during Covid-19 Pandemic.” *APMBA (Asia Pacific Management and Business Application* 9(1):37–56. doi: 10.21776/ub.apmba.2020.009.01.4.

Olejarski, Amanda M., Mike Potter, and Robert L. Morrison. 2019. “Organizational Learning in the Public Sector: Culture, Politics, and Performance.” *Public Integrity* 21(1):69–85. doi: 10.1080/10999922.2018.1445411.

Oluwatayo, Adedapo Adewunmi, and Olufunmilayo Adetoro. 2020. “Influence of Employee Attributes, Work Context and Human Resource Management Practices on Employee Job Engagement.” *Global Journal of Flexible Systems Management* 21(4):295–308. doi: 10.1007/s40171-020-00249-3.

Pawar, Avinash. 2016. *Transformational Leadership: Inspirational, Intellectual and Motivational Stimulation in Business*. Vol. 5.