How Transformational Leadership and Work Discipline Shape Police Personnel Performance

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Abstract:

The objective of this research is to assess the influence of financial literacy on the performance The performance of police personnel at the Magetan Resort Police (Polres) experienced a decline in 2023 compared to 2022 across three key criteria. To address this issue, it is essential that personnel demonstrate improved performance. This study aims to examine the partial and simultaneous effects of transformational leadership and work discipline on the performance of police personnel at the Magetan Resort Police. Utilizing a quantitative approach with a survey method, the research targeted a population of 378 personnel, from which a sample of 160 was selected using the Slovin formula and simple random sampling. Data were collected through questionnaires consisting of 8 items each for transformational leadership, work discipline, and performance variables, measured using a Likert scale. Data analysis involved instrument validity and reliability tests, classical assumption tests, and hypothesis testing. The findings reveal that both transformational leadership and work discipline have a positive and significant effect on personnel performance, both individually and jointly. The regression model obtained is $\hat{Y} = 0.883 + 0.055X_1 + 0.970X_2$, with an F-calculated value of 8138.029. The Adjusted R Square value of 0.990 indicates that transformational leadership and work discipline account for 99% of the variation in personnel performance, with only 1% influenced by other factors. These results highlight the critical role of effective leadership and disciplined work behavior in enhancing police performance.

Keywords: *Transformational Leadership, Work Discipline, Police Performance*

1. Introduction

The Indonesian National Police (Polri), mandated by Article 13 of Law No. 2 of 2002, holds a pivotal role in maintaining public security and order, upholding the law, and serving society. These responsibilities necessitate not only physical readiness but also psychological alignment and professional competency among police personnel. A key concern arises when officers are placed in roles that do not match their interests, talents, or competencies, potentially triggering frustration, stress, and ineffective task

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execution (Cahyono et al., 2024). Misaligned placement leads to inefficient resource utilization and diminished public service delivery, which further erodes institutional performance and accountability (Anwar et al., 2023; Hidayat et al., 2022).

In recent years, public trust in the Indonesian National Police has experienced a sharp decline. According to Rizaty (2022), trust plummeted from 72% in May 2022 to 53% in October 2022 following high-profile incidents, including the murder case involving Inspector General Ferdy Sambo and the Kanjuruhan Stadium tragedy. As Wahyuningsih cited in Rahman (2019) notes, public trust is a cornerstone of institutional legitimacy. These events reveal not only ethical breaches but also reflect systemic leadership and performance deficiencies, necessitating urgent reforms in personnel management, leadership practices, and discipline enforcement (Silalahi et al., 2023; Gempesaw, 2025).

Empirically, organizational success is strongly associated with personnel performance. In the context of the Magetan Police Resort (Polres Magetan), performance indicators showed a notable decline in 2023 compared to 2022. The Index of Security and Order dropped from 100% to 92.4%, legal enforcement from 96.35% to 80%, and budget performance from 100% to 99.28%. This regression points to internal inefficiencies, potentially stemming from inadequate leadership strategies and weakened discipline (Fadzilah et al., 2024; Zhao et al., 2019). These findings align with Bernardin and Russel's (2018) assertion that performance represents the measurable output resulting from assigned tasks over a specified period.

A critical research gap remains in understanding how leadership styles, especially transformational leadership, and work discipline jointly impact police performance at the regional level. While prior studies have examined leadership's role in general organizational contexts (Kelvin & Faruk, 2024; Dahniel, 2019), limited empirical work has specifically addressed the combined influence of transformational leadership and discipline on local police units in Indonesia. Furthermore, studies such as those by Widodo and Santoso (2025) and Sari (2025) emphasize the need for nuanced, localized assessments to inform context-specific reforms. This study aims to fill that gap by exploring the dynamics at Polres Magetan.

Transformational leadership, which inspires, motivates, and intellectually stimulates personnel, has shown promise in enhancing organizational commitment and performance outcomes (Abique, 2024; Gempesaw, 2025). In police institutions, adopting this model could catalyze cultural change and performance improvement, especially given the demanding nature of law enforcement work. Al Derei and Musa (2022) argue that transformational leadership, when paired with innovation and organizational alignment, significantly boosts performance. In Polres Magetan, transformational leadership may thus provide a strategic lever for reversing current performance declines.

Simultaneously, discipline remains a critical performance determinant. Defined as the willingness to comply with organizational regulations and social norms (Putri, 2020), discipline in policing ensures accountability, punctuality, and adherence to the chain of command. Yet, data from Polres Magetan in 2023 revealed seven documented disciplinary violations, signaling persistent challenges in compliance (Samapto et al., 2023). Helfers et al. (2020) emphasize that prior disciplinary history can forecast future performance, underlining the importance of consistent enforcement. In the police context, discipline is not only about operational procedures but also embodies the moral and ethical backbone of public service.

Government Regulation No. 2 of 2003 on Police Discipline and Government Regulation No. 53 of 2010 for civil servant discipline outline the formal frameworks for maintaining order within Polri. However, enforcement alone is insufficient without leadership that fosters ethical conduct, professionalism, and accountability (Hidayat et al., 2022; Kharisma et al., 2024). A professional leader must go beyond enforcing rules—they must embody institutional values and inspire others to follow. As such, the interplay between leadership and discipline forms the backbone of a competent, trusted police force (Zhao et al., 2019; Silalahi et al., 2023).

Given this background, the present study is novel in its simultaneous examination of transformational leadership and work discipline as predictors of personnel performance at the Magetan Police Resort. Unlike previous research that often isolates these variables, this study explores their interaction in shaping institutional performance outcomes. By doing so, it contributes to the literature on police reform and personnel development, providing actionable insights for leadership practices and disciplinary frameworks in Indonesian law enforcement (Cahyono et al., 2024; Widodo & Santoso, 2025).

Therefore, this study aims to analyze the influence of transformational leadership and work discipline on the performance of police personnel at Polres Magetan. The objectives are: (1) to assess the level of transformational leadership applied within the unit, (2) to evaluate the current state of work discipline among personnel, and (3) to determine the extent to which these two variables affect performance. It is hoped that the findings will guide efforts to improve public trust, enhance organizational effectiveness, and strengthen internal governance mechanisms within the Indonesian National Police (Anwar et al., 2023; Fadzilah et al., 2024).

2. Theoretical Background

Transformational Leadership
Transformational leadership is a leadership style in which leaders inspire and motivate personnel to set aside personal interests and perform beyond expectations. It fosters trust, admiration, loyalty, and respect from subordinates (Abique, 2024; Gempesaw, 2025). In a police context, transformational leadership plays a crucial role in building

integrity, a spirit of service, and personal ethics among police members (Dahniel, 2019; Gempesaw, 2025).

Several studies confirm that transformational leadership influences performance directly or through mediating variables such as organizational climate and professionalism (Hidayat et al., 2022; Silalahi et al., 2023). In the Abu Dhabi Police Force, for instance, transformational leadership improved organizational performance via the mediating role of technological innovation (Al Derei & Musa, 2022). In Indonesia, the perception of leadership style in police institutions has shaped organizational culture and effective performance (Indrayanto et al., 2025; Anwar et al., 2023).

Kelvin and Faruk (2024) found that transformational leadership positively influences police productivity in Nigeria. Similarly, Widodo and Santoso (2025) highlighted that leadership, along with work competence and discipline, contributes significantly to enhancing employee performance in the Surabaya Narcotics Unit.

Work Discipline
Work discipline is defined as an individual's willingness to adhere to organizational rules and social norms voluntarily, without coercion (Putri, 2020; Sari, 2025). In police institutions, discipline is reflected in punctual attendance, responsible completion of tasks, and compliance with standard procedures (Fadzilah et al., 2024; Samapto et al., 2023).

Kharisma et al. (2024) revealed that high levels of discipline significantly enhance the performance of police personnel in Samarinda. This finding is supported by Cahyono et al. (2024), who concluded that work experience, discipline, information technology, and training are key factors contributing to police performance.

Furthermore, Helfers et al. (2020) emphasized that prior disciplinary records and perceptions of organizational fairness can significantly influence police officers' performance. Zhao et al. (2019) also highlighted the importance of monitoring employee discipline using visual analytics systems in public safety agencies.

Police Personnel Performance
Performance refers to the results achieved by personnel in completing their assigned tasks within a certain period (Zhao et al., 2019). It is not merely about activity but about achieving standards that support organizational goals (Fadzilah et al., 2024). According to Anwar et al. (2023), performance is influenced by various factors such as transformational leadership, affective commitment, and job satisfaction.

Silalahi et al. (2023) argue that digital and transformational leadership, mediated by organizational culture, positively affect police performance in Indonesia. In addition, Samapto et al. (2023) found that morale, discipline, and professionalism significantly

enhance performance in the Mojokerto Police Resort. Likewise, Putri (2020) observed that a positive work environment combined with discipline and motivation boosts the effectiveness of the Sungai Penuh Police Unit.

Widodo and Santoso (2025) concluded that leadership, work competence, and discipline simultaneously and positively impact employee performance in the Surabaya Narcotics Unit. Overall, these findings indicate that an integrated approach—combining leadership, discipline, motivation, and organizational support—is essential to optimize police personnel performance.

3. Methodology

This study uses a **quantitative approach** with a **survey method** to examine the influence of transformational leadership and work discipline on police personnel performance. The population in this study consists of all Indonesian National Police personnel assigned to the Magetan Police Resort (Polres) under the East Java Regional Police, totaling 429 personnel. The accessible population includes 378 personnel, from which a sample of **160 police personnel** was selected. Data were collected using an **online questionnaire** distributed via Google Forms. The questionnaire consisted of **24 items**, divided evenly across three variables: 8 items for transformational leadership, 8 items for work discipline, and 8 items for personnel performance.

The research instrument underwent **validity and reliability testing**. The validity test results showed that all items were valid, as the calculated r-values exceeded the r-table value of 0.3610. The reliability test also confirmed that all variables were reliable, with **Cronbach's Alpha coefficients greater than 0.70**. The data analysis was conducted using **multiple linear regression**, including **classical assumption tests** such as the **normality test**, **multicollinearity test**, and **heteroscedasticity test**. Furthermore, hypothesis testing was carried out using **t-tests (partial test)**, **F-tests (simultaneous test)**, and the **coefficient of determination (R² test)** to evaluate the model's explanatory power.

4. Empirical Findings/Results

Validity and Reliability Test
Before conducting the regression analysis, instrument testing was carried out to assess **validity and reliability**. The instrument used in this study consisted of 24 questionnaire items, which included 8 items each for transformational leadership, work discipline, and personnel performance variables. The **validity test** results showed that all items had a calculated correlation coefficient (r count) greater than the critical value of **0.3610**, indicating that every item was **valid** and capable of measuring the intended construct. Meanwhile, the **reliability test** using Cronbach's Alpha showed that all variables had a value exceeding **0.70**, demonstrating a **high level of**

internal consistency. This means the questionnaire used in this study is both valid and reliable as a data collection tool.

Classic Assumption Test Results

The classic assumption tests in this study include the normality, multicollinearity, and heteroscedasticity tests. The normality test was conducted using a Normal Probability Plot graphical approach, as the One-Sample Kolmogorov-Smirnov test indicated that the data were not normally distributed. However, based on the visual inspection of the Normal Probability Plot, the residual points were found to be spread along the diagonal line, indicating that the residuals are normally distributed. This suggests that the assumption of normality has been met through graphical analysis.

For the multicollinearity test, the tolerance values and Variance Inflation Factor (VIF) were used. The results showed that the tolerance value for both independent variables—transformational leadership and work discipline—was 0.110, which is greater than the minimum threshold of 0.10. Similarly, the VIF values for both variables were 9.068, which is below the maximum threshold of 10.00. These results indicate that the regression model is free from multicollinearity problems. To test for heteroscedasticity, the Glejser test was applied by regressing the absolute residual values against the independent variables. The significance values (p-values) for both transformational leadership (0.194) and work discipline (0.772) were greater than the alpha value of 0.05, indicating that there is no heteroscedasticity in the model. Thus, all classical assumptions in this study have been fulfilled, supporting the validity of the regression analysis.

Hypothesis Testing

Hypothesis testing in this study was conducted using a Multiple Linear Regression Test to examine the effect of the independent variables—transformational leadership and work discipline—on the dependent variable, namely police personnel performance.

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	0.883	0.246	—	3.592	0.000
Transformational Leadership	0.055	0.024	0.054	2.309	0.022
Work Discipline	0.970	0.024	0.944	40.182	0.000

Source: Data processing, 2025

Based on Table 2, the multiple linear regression equation can be formulated as follows:

$$\hat{Y} = 0.883 + 0.055X_1 + 0.970X_2$$

Where:
$\hat{Y}$ = Personnel Performance

X_1 = Transformational Leadership
X_2 = Work Discipline

This equation indicates that if all independent variables are held constant, the baseline personnel performance is 0.883. For every one-unit increase in transformational leadership (X_1), personnel performance increases by 0.055 units. Likewise, for every one-unit increase in work discipline (X_2), personnel performance increases by 0.970 units.

The t-test results show that transformational leadership has a t-value of 2.309 with a significance level of 0.022, which is less than 0.05. This indicates a significant positive effect of transformational leadership on personnel performance, so the first hypothesis is accepted. The work discipline variable has a t-value of 40.182 and a significance level of 0.000, which is also below 0.05. This confirms a strong positive and significant influence of work discipline on personnel performance, leading to the acceptance of the second hypothesis.

Table 2. F-Test Results (Simultaneous Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3054.932	2	1527.466	8138.029	0.000
Residual	29.468	157	0.188		
Total	3084.400	159			

Source: Data processing, 2025

The F-test results in Table 2 show an F-value of 8138.029, which is greater than the F-table value of 3.04, with a significance level of 0.000. This means that transformational leadership and work discipline simultaneously have a significant effect on the performance of police personnel at the Magetan Police Resort.

Table 3. Coefficient of Determination (R^2) Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.995	0.990	0.990	0.433

Source: Data processing, 2025

Based on Table 3, the Adjusted R Square value is 0.990, which indicates that 99% of the variation in personnel performance can be explained by the two independent variables: transformational leadership and work discipline. The remaining 1% is attributed to other factors not included in this study.

5. Discussion

The Influence of Transformational Leadership on Police Personnel Performance at Magetan Police Resort

The first hypothesis in this study proposed that transformational leadership has a significant influence on the performance of police personnel at the Magetan Police

Resort (Polres). The research findings support this hypothesis, demonstrating that transformational leadership indeed has a significant positive effect on personnel performance.

This conclusion is supported by the results of the partial (t-test), which confirmed that the transformational leadership variable significantly contributes to improving performance. These findings suggest that the application of transformational leadership can effectively enhance motivation, commitment, and trust among team members. This leadership style contributes positively to performance by increasing individual job satisfaction and motivation. When transformational leadership principles are implemented within the police organization, they foster a more productive and harmonious work environment.

These results are consistent with the findings of Habeeb et al. (2024), who explained that transformational leadership influences performance by inspiring and motivating team members to transcend their self-interest, thereby fostering a culture of innovation and strong institutional commitment. Similarly, Chunhui et al. (2023) found that transformational leadership increases individual job satisfaction, as such leaders tend to inspire and create a happier and more productive work environment. Teams led by transformational leaders tend to demonstrate improved performance due to the motivational and inspirational qualities of such leadership.

The Influence of Work Discipline on Police Personnel Performance at Magetan Police Resort
The second hypothesis posited that work discipline significantly influences the performance of police personnel at Polres Magetan. The results confirm this hypothesis, showing a positive and significant relationship between work discipline and personnel performance.

This finding is supported by the partial test results, which indicate that discipline contributes meaningfully to performance outcomes. This aligns with Saydam's theory (2020), which highlights five core aspects of good work discipline: commitment to organizational goals, enthusiasm for work, a sense of responsibility, a feeling of belonging, and increased efficiency and productivity. At Polres Magetan, the implementation of discipline is reinforced by a robust supervisory system (Si Propam), which has effectively minimized disciplinary violations. This supports the enforcement of Government Regulation No. 2 of 2003 on Police Members' Disciplinary Regulations.

In line with Sutrisno's theory (2019), work discipline is shaped by factors such as exemplary leadership, clear rules, strict supervision, and consistent habits that reinforce discipline. These aspects are evident in the high compliance rate among police personnel at Polres Magetan, indicating strong awareness of rule adherence and task execution. Furthermore, the high level of performance in terms of work quality

correlates positively with strong discipline, affirming Dharma's theory (2020) that adherence to rules and responsibility in task execution is a key factor in performance improvement. Thus, the disciplined organizational culture and effective supervisory systems at Polres Magetan have significantly enhanced personnel performance.

The Simultaneous Influence of Transformational Leadership and Work Discipline on Police Personnel Performance
The third hypothesis stated that transformational leadership and work discipline simultaneously influence police personnel performance at Polres Magetan. The study's findings confirm a significant combined effect of these two variables on personnel performance.

The results from the simultaneous test (F-test) indicate that both transformational leadership and work discipline together play a crucial role in shaping performance. These findings suggest that when transformational leadership and work discipline are both present at high levels, personnel performance improves accordingly. Conversely, a lack of attention to either variable could lead to a decline in performance.

This conclusion is supported by the work of Mika et al. (2023), who noted that transformational leaders treat personnel fairly and responsibly, which positively influences behaviors such as punctuality and task commitment. They also emphasized that behaviors like leaving the workplace without a valid reason or returning late from breaks can detract from performance. Additionally, Ramadanto and Saragih (2020) found that both transformational leadership and work discipline significantly and simultaneously affect employee performance.

In general, these findings highlight that both transformational leadership and strong work discipline are essential to enhancing the performance of police personnel. When personnel are highly disciplined and supported by effective transformational leadership, they are more likely to feel motivated, engaged, and productive in their roles.

6. Conclusions

This study concludes that both transformational leadership and work discipline significantly influence the performance of police personnel at the Magetan Police Resort (Polres). Partially, transformational leadership has a significant effect on personnel performance, as does work discipline, which also demonstrates a positive and significant impact. Simultaneously, the combination of transformational leadership and work discipline strongly contributes to the performance improvement of police personnel. The Adjusted R Square value indicates that these two variables together explain 99% of the variance in personnel performance, while the remaining 1% is attributed to other factors not included in the research model.

To enhance transformational leadership at Polres Magetan, it is recommended to implement intensive leadership training programs, encourage leaders to actively provide motivation, and develop a performance-based leadership evaluation system. For improving work discipline, a more structured reward and punishment mechanism should be introduced, along with a regular monitoring and evaluation system to assess personnel compliance with rules.

Additionally, human resource policies should be refined by ensuring that personnel placement aligns with individuals' competencies and interests. Establishing a feedback mechanism would also help identify operational barriers and improve organizational responsiveness.

Suggestions for future research include expanding the research model by incorporating additional variables such as organizational culture, job satisfaction, work environment, or emotional intelligence, which may also affect performance. Future studies could also employ a qualitative or mixed-method approach to explore in-depth perspectives of personnel and leadership practices, as well as examine comparative cases across different police resorts to validate and generalize the findings.

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