

The Role of Job Satisfaction and Organizational Commitment in Mediating the Influence of Transformational Leadership on the Performance of Police Personnel Polda Sultra Work Unit

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Abstracts: Improving organizational performance requires considering employees' work attitudes and behaviours. Inconsistent training can lead to a lack of initiative and responsiveness, decreasing performance. This study aimed to examine the impact of transformational leadership on job satisfaction and organizational commitment in mediating the influence on police personnel performance. The study included 275 individuals, and data was collected through questionnaires and SEM modelling. The findings showed that transformational leadership significantly impacted job satisfaction, organizational commitment, and police personnel performance. Job satisfaction and organizational commitment were interconnected and significantly affected police personnel performance. Transformational leadership also impacted police personnel performance through organizational commitment and job satisfaction. The study has important implications for leaders seeking to strengthen job satisfaction and organizational commitment, leading to increased performance among police personnel. Future research may investigate other variables related to job satisfaction.

Keywords: Transformational Leadership, Job Satisfaction, Organizational Commitment, Police Personnel Performance.

1. INTRODUCTION

The workforce is a valuable asset that plays a crucial role in achieving organizational goals by influencing their attitudes and behavior. The work attitudes and behavior of each individual in the organization are vital in enhancing their performance. However, inadequate training can lead to a lack of initiative and response to work, causing delayed work and decreased performance. Both intrinsic and extrinsic factors can be sources of job satisfaction or dissatisfaction [2]. Conversely, highly committed human resource practices can significantly impact employee performance through perceived organizational support [37], a form of job satisfaction. As such, recent years have seen discussions about job satisfaction and organizational commitment, with studies such as [11][18][54]. Satisfaction indicates a person's commitment to their organization [25]. As [70] discussed the impact of transformational leadership on employees' organizational commitment, [68] stated that more vital job satisfaction leads to higher organizational commitment.

Many relevant articles have discussed that job satisfaction plays a mediating role in the influence of transformational leadership on organizational commitment. Some of these articles, [33][39][51][55][60]. Job satisfaction can also mediate the impact of leadership style on police performance [62]. On the other hand, commitment organizations mediate the influence of transformational leadership on employee performance [4][21][31]. Bashir & Gani [11][54] also found that job satisfaction and organizational commitment significantly affect employee performance. Additionally, [1][16][18] showed that there is a statistically significant overall effect between job satisfaction and organizational commitment. However, low job satisfaction can lead to decreased commitment, [21]. Despite these findings, there is minimal research on how organizational commitment mediates the influence of transformational leadership on job satisfaction. Therefore, this study aims to fill this gap and contribute to the development of science and future research.

2. THEORIES AND HYPOTHESES

2.1. Transformational Leadership

A transformational leader [12] is someone who possesses certain traits and can inspire and motivate followers while working toward the organization's goals. [14] note that practicing transformational leadership can help subordinates become more engaged in their work by continuously improving their skills and abilities. Transformational leaders can instill confidence in police officers [12], and [5] found a positive relationship between satisfaction and commitment among followers of transformational leaders.[13] notes that transformational leaders create deeper connections and higher levels of commitment, performance, and morality among both themselves and their followers.[68] discovered a strong correlation between transformational leadership and police organizational commitment, which increases subordinates' desire to remain in the organization[32].

2.2. Organizational Commitment

According to Meyer & Allen's research [44], organizational commitment refers to an employee's relationship with their organization and how it influences their decision to stay or leave. They identified three factors that make up this commitment: affective, continuation, and normative. Organizational commitment is like a bond between workers and employers [50][44]. This means employees should be loyal to the organization and prioritize its interests over their own, as highlighted by[45][44]. Organizational commitment is essential when looking at employee work behavior [66]. [6] describe this commitment as a reciprocal relationship between the employee and the employer. Additionally, [2] mentions that intrinsic and extrinsic factors affect job satisfaction or dissatisfaction.

2.3. Job Satisfaction

According to a study [64], job satisfaction is a facet of a person's personality that begins with a positive attitude towards work and leads to positive outcomes in completing tasks. This multi-dimensional concept includes the job, salary, promotion opportunities, co-workers, and supervisors. Moser [49] noted that low job satisfaction can lead to decreased organizational commitment, while [38] stated that satisfaction is a precursor to organizational commitment.

Recent research [23] suggests that effective leadership in the police force can create a work environment that fosters mutual trust, role mastery, positive modeling, resource optimization, loyalty, and good working conditions for subordinates, thereby boosting job satisfaction. [36], also found that factors such as leadership, job duties, and working conditions, including trust among peers and superiors, significantly influence job satisfaction among police officers.

According to Green [26], human resource strategies can directly and positively impact individual performance, organizational commitment, and job satisfaction. Job satisfaction is a composite concept encompassing job-related traits and environmental factors related to work [17]. Furthermore, job satisfaction and organizational commitment can serve as mediating variables in assessing performance [53]

2.4. Police personnel performance

As per the National Police Regulation of the Republic of Indonesia No. 2 of 2018,[72], performance is determined by the work accomplished by every member of the National Police based on generic factors (behavioral aspects) and specific factors (quantity and quality aspects) [42].

3. METHODOLOGY

This research employed quantitative methods to establish the relationship between variables through hypothesis testing. The study included a sample of 275 individuals from class II, group III, and group IV personnel working for 1733

the Southeast Sulawesi Regional Police in Indonesia. The variables under investigation were exogenous (transformational leadership), endogenous (job satisfaction, organizational commitment, and police personnel performance), and mediation (job satisfaction and organizational commitment, which were the main focus). Transformational leadership was evaluated using a multifactor leadership questionnaire of 12 items,[69]. Job satisfaction was measured using a job satisfaction questionnaire with 36 items [65]. Organizational commitment was assessed using a questionnaire with 24 items [52] organizational commitment questionnaire. Police personnel performance was measured using a National Police Regulation of the Republic of Indonesia Number 2 of 2018-based questionnaire with 24 items. The four variables were measured using a Likert scale type with 5 points ranging from 1 (strongly disagree) to 5 (strongly agree). Data collection was conducted using valid and reliable questionnaires distributed to each work unit, and once completed, the answers were returned to the researcher. After data collection, the structural equation model program Partial Least Square Version 3.0 was used for data processing.

3.1. Conceptual Framework

This study presents a conceptual framework in Figure 1, based on previous research and the relationship between relevant variables. The following hypotheses are being investigated: hypothesis 1 examines the impact of transformational leadership on police personnel performance; hypothesis 2 evaluates the effect of transformational leadership on job satisfaction; hypothesis 3 considers the impact of transformational leadership on organizational commitment; hypothesis 4 analyzes the effect of job satisfaction on police personnel performance; hypothesis 5 examines the effect of organizational commitment on police personnel performance; hypothesis 6 investigates the impact of job satisfaction on organizational commitment; hypothesis 7 evaluates the effect of organizational commitment on job satisfaction; hypothesis 8 explores the role of organizational commitment in mediating the effect of transformational leadership on police personnel performance; hypothesis 9 examines the role of organizational commitment in mediating the effect of transformational leadership on job satisfaction; hypothesis 10 considers the role of job satisfaction in mediating the effect of transformational leadership on police personnel performance; hypothesis 11 analyzes the role of job satisfaction in mediating the effect of transformational leadership on organizational commitment.

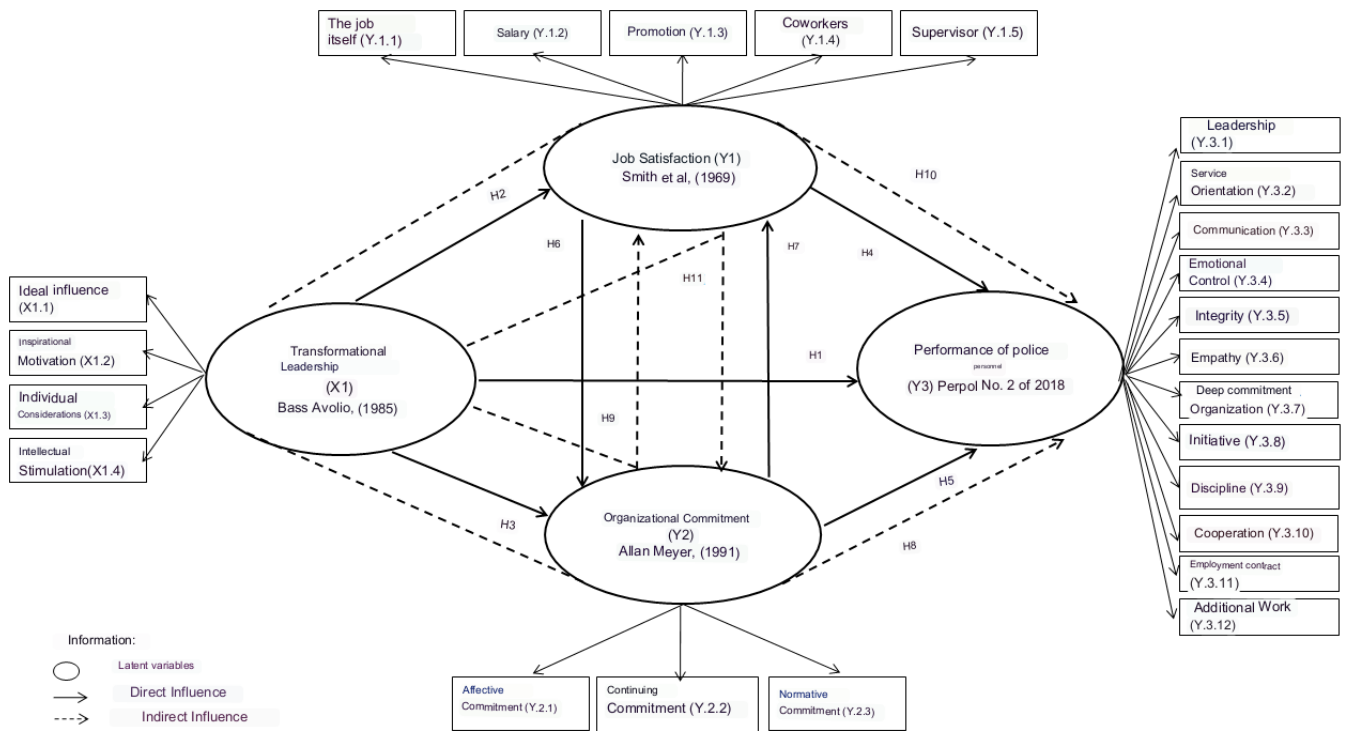


Figure 1. Conceptual framework (adopted from references [21][22])

4. FINDINGS

4.1. Characteristics of Respondents

Out of the surveyed group, 82.18% were identified as male based on their sex characteristics, while 17.82% were identified as female. Regarding education level, 54.91% had completed high school, while 45.09% had obtained a Diploma or Bachelor's degree. Their tenure ranged from 1 to 10 years, with the majority falling between 20 to 30 years and 30 to 40 years at 47.27%, 24.36%, 24.73%, and 3.64% respectively. The positions held were superior officer at 23% and senior co-worker at 77%. When it comes to age, 7.64% were between 18 to 20 years, 24.36% were between 21 to 30 years, 38.18% were between 31 to 40 years, 25.45% were between 40 to 50 years, and 4.36% were between 50 to 58 years.

4.1.1. Descriptive Statistics

We used an interval scale with an average score to evaluate the variables in this study. Table 1 displays the score categories for each variable based on the scale intervals. The statistical descriptive results for each variable are as follows: (1) high X variable score with an average of 4.33 under high conditions, (2) Y1 variable with an average score of 3.92 (high), (3) Y2 variable with an average score of 3.65 (high), and (4) Y3 variable with an average score of 4.67 (very high). Please refer to Table 1 for descriptive statistics and assessment categories by scale.

Variable	Value	Interval scale				
		1–1.50	1.51 – 2.50	2.51 – 3.50	3.51 – 4.50	4.51 – 5.00
Transformational Leadership (X)	4.33	Very low	Low	Enough	Tall	Very high
Job Satisfaction (Y1)	3.92	Very low	Low	Enough	Tall	Very high
Organizational Commitment (Y2)	3.65	Very low	Low	Enough	Tall	Very high
Police Personnel Performance (Y3)	4.67	Very low	Low	Enough	Tall	Very high

4.2. Evaluation of the Outer Model Measurement Model

4.2.1. Convergent Validity

The validity test determines whether a questionnaire is valid or invalid (Ghazali, 2009: p. 49; Ferdinand, 2006: p. 276). Test validity is measured through cross-loading results for each indicator. The scores for indicators X1.1, X1.2, X1.3, and X1.4 are 0.877, 0.850, 0.700, and 0.866, respectively. The scores for indicators Y1.1, Y1.2, Y1.3, Y1.4, and Y1.5 are 0.743, 0.816, 0.796, 0.778, and 0.812 respectively. For indicators Y2.1, Y2.2, and Y2.3, the scores are 0.743, 0.816, and 0.838, respectively, while for indicators Y3.1 to Y3.12, the scores are 0.838, 0.601, and 0.674, respectively. The score for indicator is 0.881, 0.895, 0.945, 0.927, 0.947, 0.798, 0.895, 0.779, 0.925, 0.881, 0.918, and 0.904.

4.2.2. Reliability

After analyzing Table 2 regarding the construct of reality and validity, it has been determined that the questionnaire items meet the requirements for discriminant validity testing, as the average variance extracted (ave) value is above 0.5. All questionnaire items are valid and can be used for data analysis. Additionally, the latent variables have indicators with good distinguishing validity, according to Fornell & Lacker (1981).[24]

The reliability test shows that the composite reliability values for X, Y1, Y2, and Y3 are 0.896, 0.892, 0.751, and 0.979, respectively. To measure reliability, it is recommended to refer to the composite reliability value in the smartpls output, which should be above 0.7. Suppose the composite reliability value for a construct is above 0.7. In that case, it suggests that the indicators of that construct are reliable and can accurately represent the actual measurement, as Ghazali (2014) stated.[27]

Table 2. Composite Reliability

Variable	Composite Reliability
Transformational Leadership (X)	0.896
Job Satisfaction (Y1)	0.892
Organizational Commitment (Y2)	0.751
Police Personnel Performance (Y3)	0.979

4.2.3. Evaluation of measurement models

According to Table 3, the structural model's R-Square evaluation aims to test the significance between different structural model constructions. The R-square value for the Job satisfaction variable is 0.321, indicating that 32.1% of the diversity of job satisfaction variables can be explained by transformational leadership. This means that transformational leadership variables contribute to job satisfaction by 32.1%, while the remaining 67.9% is attributed to other variables not discussed in this study.

Similarly, the organizational commitment variable has an R-square value of 0.331, indicating that the diversity of police personnel performance is explained by transformational leadership at 33.1%. This implies that transformational leadership variables contribute to an organizational commitment by 33.1%, whereas the remaining 66.9% is attributed to other variables not addressed in the study.

Finally, the police personnel performance variable has an R-square value of 0.615, which shows that transformational leadership explains 61.5% of the diversity of police personnel performance variables. This means that transformational leadership variables contribute to the performance of police personnel by 61.5%, while the remaining 38.5% is attributed to other variables not discussed in this study.

Table 3. R. Square

Variable	R Square
Transformational Leadership (X)	
Job Satisfaction (Y1)	0.321
Organizational Commitment (Y2)	0.331
Police Personnel Performance (Y3)	0.615

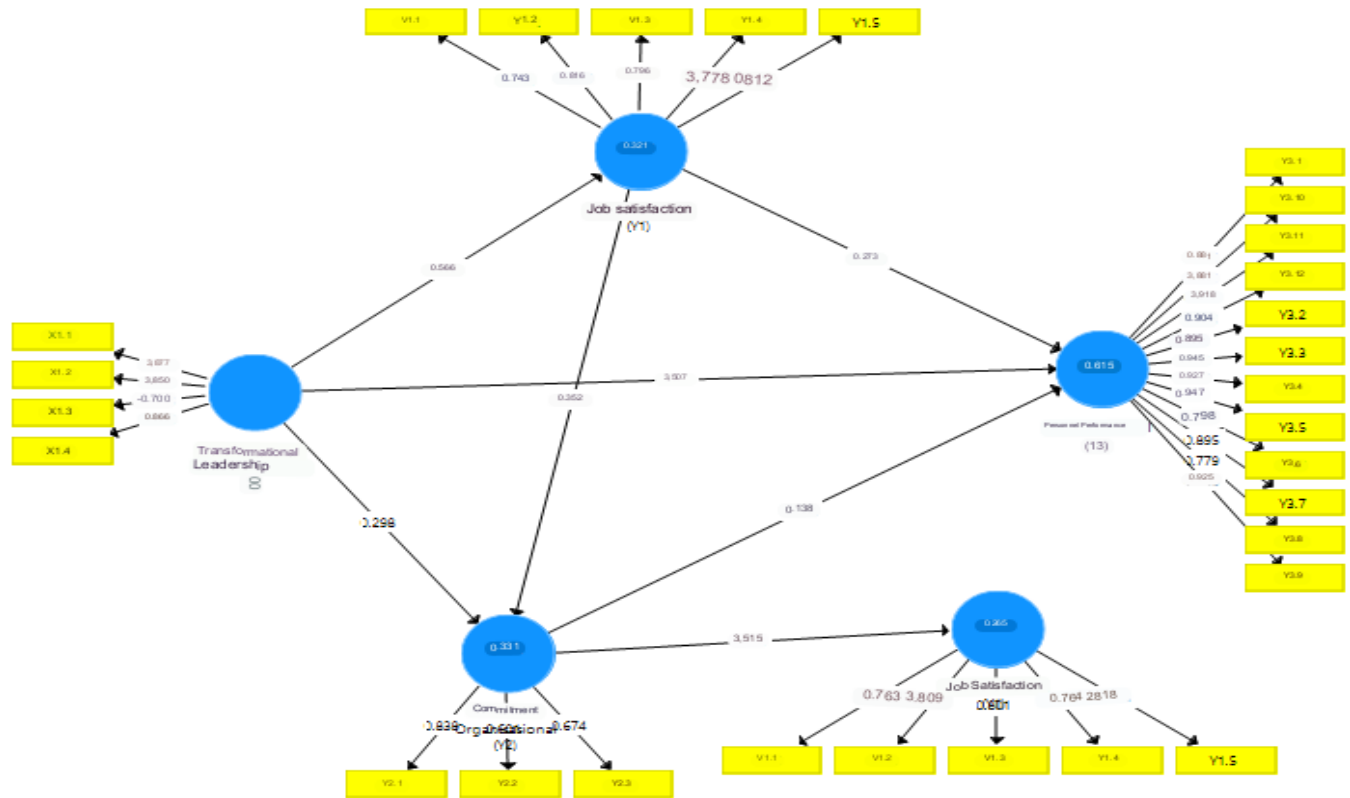


Figure 1. Smart-PLS Bootstrapping Results.

In this study, the minimum limit of the loading factor accepted is 0.5, with the condition that the AVE score for each construct is > 0.5 (Ghozali, 2014). After all indicators are declared valid, test the *discriminant validity* by looking at the *Average Variance Extracted* value: Transformational leadership variable 0.683, job satisfaction variable 0.623, organizational commitment variable 0.506, police personnel performance variable 0.797, Table 4 below.

Table 4 Average Variance Extracted (AVE) Values

Variable	Average Variance Extracted (AVE)
Transformational Leadership (X)	0.683
Job Satisfaction (Y1)	0.623
Organizational Commitment (Y2)	0.506
Police Personnel Performance (Y3)	0.797

4.2.4. Hypothesis Testing

Based on the results of the Partial Least Square analysis, it can be concluded that the first hypothesis is supported. This hypothesis suggests that Transformational leadership has a positive and significant impact on the performance of police personnel. The T-statistic score of 7.826 exceeds the minimum score of 1.96, indicating that the path coefficient value varies. The estimated path coefficient value for the influence of Transformational leadership on police personnel performance is 0.507, which is positive. The P-value of 0.000 is less than $\alpha = 0.05$, which supports the hypothesis. Therefore, it can be stated that Hypothesis 1 is accepted.

Based on the results of the Partial Least Square analysis, it is hypothesized that the path coefficient of the Positive transformational leadership variable has a significant and positive effect on job satisfaction. The T-statistic score of 10,971 is greater than the minimum score of 1.96, indicating that the second hypothesis has been confirmed. The original sample estimates the path coefficient value to be 0.566, with a positive influence of transformational leadership on job satisfaction. The P-value of 0.000 is less than the significance level of $\alpha=0.05$. Therefore, it is concluded that the second hypothesis (H2) is accepted.

Based on the results of the Partial Least Square analysis, it can be hypothesized that there is a positive and significant impact of Transformational Leadership on Organizational Commitment. This is supported by a T-statistic score of 5.076, more significant than the minimum score of 1.96. Furthermore, the Value Estimate Path Coefficient for the influence of Transformational Leadership on Organizational Commitment is 0.298, indicating a positive impact. The P-value of 0.000 is less than the significance level of 0.05, leading to the conclusion that the third hypothesis (H3) is accepted.

According to the results of the Partial Least Square hypothesis, it has been observed that the path coefficient score of the variable 'Job satisfaction' has a positive and significant impact on the performance of police personnel. The T-statistic score is 5.156, more significant than the minimum score of 1.96, indicating that the fourth hypothesis is influential. The estimated path coefficient value for the effect of job satisfaction on police performance is 0.273, which is positive. The P-value of 0.000 is less than $\alpha=0.05$. Therefore, based on these findings, it can be concluded that Hypothesis 4 is accepted.

According to the results of the Partial Least Square analysis, it can be hypothesized that there is a positive and significant effect of organizational commitment on the performance of police personnel. The path coefficient value for this relationship was 0.138, a positive value. Moreover, the T-statistic score of 2.904 was more significant than the minimum score of 1.96, indicating that the fifth hypothesis was influential. Additionally, the P-value of 0.004 was less than the significance level of 0.05 ($\alpha=0.05$), concluding that the hypothesis (H5) is accepted. Hence, it can be inferred that organizational commitment plays a significant role in enhancing the performance of police personnel.

Based on the results of the Partial Least Square analysis, it can be concluded that the sixth hypothesis is proven to be true. The path coefficient Job satisfaction has a positive and significant impact on organizational commitment, with a value estimate of 0.352 and a T-statistic score of 6.195, more significant than the minimum score of 1.96. Additionally, the P-value of 0.000 is less than the significance level of $\alpha=0.05$, further supporting the acceptance of the hypothesis (H6). Therefore, it can be inferred that job satisfaction positively influences organizational commitment.

Based on the seventh Partial Least Square analysis results, it has been determined that the path coefficient **organizational commitment positively and significantly impacts Job satisfaction**. The T-statistic score is 10.477, which exceeds the minimum score of 1.96, indicating that the sixth hypothesis is significant. The estimated path coefficient value for Satisfaction Work is 0.515, indicating a positive impact on organizational commitment. The P-value 0.000 is less than $\alpha=0.05$, confirming the significance of the results. Therefore, it can be concluded that hypothesis 7 is accepted.

Based on the results of the Partial Least Square analysis, it has been found that the path coefficient of transformational leadership has a positive and significant impact on the performance of police personnel through organizational commitment. The T-statistic score of 2.525 exceeds the minimum score of 1.96, indicating that the eighth hypothesis is influential. The value estimate path coefficient (Original Sample) for transformational leadership is 0.041 with a positive value. The P-value of 0.000 is less than $\alpha=0.05$, concluding that hypothesis eight is accepted.

According to the Partial Least Square analysis, the ninth hypothesis has proven significant. The value of the transformational leadership path coefficient has a positive and significant effect on job satisfaction through organizational commitment, with a T-statistic score of 4.520, which is greater than the minimum score of 1.96. The path coefficient estimate (Original Sample) values at 0.153, indicating a positive effect. The P-value of 0.000 is less than $\alpha=0.05$, and the conclusion (H9) is accepted.

Similarly, the tenth hypothesis of the results from the Partial Least Square analysis is also accepted. The value of the transformational leadership path coefficient has a positive and significant effect on the performance of police personnel through job satisfaction. The T-statistic score of 5.597 is greater than the minimum score of 1.96. The path coefficient estimate (Original Sample) values at 0.154, indicating a positive effect. The P-value of 0.000 is less than $\alpha = 0.05$, and the conclusion (H10) is also accepted.

The eleventh hypothesis in the Partial Least Square results shows a positive and significant influence of the transformational leadership path coefficient on organizational commitment through job satisfaction. The T-statistic score is 5.196, more significant than the minimum score of 1.96, indicating that the tenth hypothesis was proven influential. The estimated path coefficient value for transformational leadership's positive influence on the performance of police personnel through job satisfaction is 0.199, with a P-value of 0.000, which is less than $\alpha = 0.05$. Based on these findings, the eleventh hypothesis (H11) is accepted.

5. DISCUSSION

This study utilizes statistical analysis and empirical evidence to either support or disprove existing theories and previous research or discover new findings. Additionally, the study explains the relationship between the examined variables.

5.1. The Effect of Transformational Leadership on Police Personnel Performance (H1)

This study tested the relationship between transformational leadership and the performance of police personnel. The validity of variable indicators was measured using the Multifactor Leadership questionnaire [69], and the police personnel performance questionnaire was measured using the National Police Regulation of the Republic of Indonesia [72]. Respondents perceived that police personnel had high integrity and did not abuse their position or authority. The study found that transformational leadership had a positive and significant effect on the performance of police personnel in achieving organizational goals. This aligns with previous studies,[9][21][57], that also found a positive relationship between transformational leadership and employee performance. The study suggests that transformational leaders can instill confidence in their subordinates to improve their integrity and turn threats into opportunities for developing situations.

5.2. The Effect of Transformational Leadership on Job Satisfaction (H2)

The study examined the relationship between transformational leadership and job satisfaction using indicators from the Multifactor Leadership Questionnaire [69] and the Job Satisfaction Questionnaire [65]. Survey responses from police personnel indicated that they were satisfied with fair pay, good communication, and positive working relationships. These results support previous research [36], which found that leadership, job duties, and working conditions positively impacted job satisfaction. The study also found that transformational leadership had a significant positive effect on job satisfaction, in line with previous research [22][51][57].

5.3. The Influence of Transformational Leadership On Organizational Commitment (H3)

This study tested the relationship between transformational leadership and organizational commitment. The validity of the Multifactor Leadership questionnaire by [69] was used to measure variable indicators, while the Organizational commitment questionnaire by [52] was used to measure organizational commitment. The results indicate that police personnel have a strong bond with their organization and perceive it to have many meaningful aspects. [21] suggest that leaders should increase subordinate commitment and work performance,[35] state that personnel should consider the costs and benefits of staying or leaving a particular organization. The study found that transformational leadership has a positive and significant effect on organizational commitment, which is consistent with the findings of other studies, such as [8][19][22][34]. Therefore, better transformational leadership leads to increased organizational commitment.

5.4. The Effect of Job Satisfaction on Police Personnel Performance (H4)

In this study, we examined the relationship between job satisfaction and the performance of police personnel. We used two variable indicators: the Job Satisfaction Questionnaire [65] and the Police Personnel Performance Questionnaire based on the National Police Regulation of the Republic of Indonesia [72]. Our findings indicate that personnel who feel satisfied and content with their job tend to have high integrity and perform better. This supports the idea that job satisfaction positively and significantly affects employee performance. Other studies [29][40][63] have also found a positive correlation between job satisfaction and employee performance. In conclusion, job satisfaction is crucial in contributing to organizational effectiveness.

5.5. The Effect of Organizational Commitment on Police Personnel Performance (H5)

The study measured the relationship between organizational commitment and police personnel performance using the Organizational Commitment Questionnaire [44] and the National Police Regulation of the Republic of Indonesia [72]. Respondents believed that high integrity, responsibility, and belonging to the organization lead to more substantial commitment and better personnel attitudes and performance. Balassiano Salles [10] argued that internalized moral beliefs motivate individuals to maintain organizational membership. The results of this study agree with previous research, [29][40][58][59][63]) showing a positive and significant impact of organizational commitment on employee performance.

5.6. The Effect of Job Satisfaction On Organizational Commitment (H6)

Through our study, we aimed to explore the correlation between job satisfaction and organizational commitment. We utilized the job satisfaction questionnaire [65] and the organizational commitment questionnaire developed [52] to measure these variables. Our results indicate that the participants in our study expressed a strong desire to remain in their current organization as they felt they were being compensated fairly. As per [25] research, job satisfaction is a crucial indicator of an individual's organizational commitment. Our findings support this idea as we observed a positive and significant relationship between job satisfaction and organizational commitment. Our results align with previous studies, [3][7][11][21]) that have also found job satisfaction to have a considerable impact on organizational commitment. Additionally, other studies, [1][45][44], have highlighted the close association between job satisfaction and organizational commitment.

5.7. The Effect of Organizational Commitment On Job Satisfaction (H7)

This study examines the relationship between organizational commitment and job satisfaction. To measure these variables, researchers used an Organizational Commitment Questionnaire [52] and a Job Satisfaction Questionnaire [65]. Respondents who reported receiving a fair salary were found to have good communication and collaboration with colleagues, indicating a high level of affective commitment among personnel. The study found that higher levels of organizational commitment lead to increased job satisfaction. This highlights the importance of managing and emphasizing affective commitment, as it significantly impacts desired behavior. The results of this study support previous research [18] [40] [71] that found a positive relationship between organizational commitment and job satisfaction. Other studies, [1][46][47]) have also shown that job satisfaction and organizational commitment are closely related.

5.8. The influence of transformational leadership on police personnel performance through organizational commitment (H8)

The study tested the relationship between two variables: transformational leadership and police personnel performance through organizational commitment. Various indicators were measured using the Multifactor Leadership questionnaire [69], the National Police Regulation of the Republic of Indonesia [42][72], and the Organizational Commitment questionnaire [52]. Respondents stated that police personnel's high integrity contributed to a sense of

responsibility towards service provisions. Personnel showed solid organizational commitment to the organization due to the trust given by their leaders. The study found that transformational leadership has a positive and significant effect on the performance of Polri members through organizational commitment. This finding supports the study's results by [31], which stated that commitment was a mediating variable between transformational leadership and police performance in Indonesia. Other studies [4][21] found that Organizational commitment mediates transformational leadership with employee performance.

5.9. The Influence of Transformational Leadership on Job Satisfaction Through Organizational Commitment (H9)

Through the Multifactor Leadership questionnaire [69], the Job Satisfaction Questionnaire [65], and the organizational commitment questionnaire [52], we measured variable indicators to test the relationship between transformational leadership and job satisfaction through organizational commitment. Respondents perceived that job satisfaction arises when there is a strong organizational commitment to the organization, making it easier for leaders to inspire and motivate their subordinates.

This study found that transformational leadership positively and significantly affects job satisfaction through organizational commitment. These findings support the results of previous studies, such as [5] [43], which showed that transformational leadership positively affects organizational commitment. Additionally, [8] [34] [63] found that transformational leadership positively affects the commitment of police organizations. Finally, [71] found that organizational commitment is significantly associated with job satisfaction.

5.10. The Influence of Transformational Leadership On Police Personnel Performance Through Job Satisfaction (H10)

In this study, the relationship between two variables - transformational leadership and police personnel performance through organizational commitment - was tested. The validity of the Multifactor Leadership questionnaire, the National Police Regulation of the Republic of Indonesia, and the Organizational Commitment Questionnaire were used as indicators to measure these variables. Based on the respondents' perception, personnel who have integrity always obey the rules and complete their work with a sense of responsibility. They are satisfied with their job and receive a reasonable and fair salary, and their leaders always consider their needs. The study found that transformational leadership has a positive and significant effect on the performance of National Police members through job satisfaction. These findings support similar studies, [22] [55] [56] [60], that highlight the significant mediating effects of job satisfaction in the interaction between transformational leadership and employee performance.

5.11. The Influence of Transformational Leadership on Organizational Commitment Through Job Satisfaction (H11)

The study tested the relationship between two variables, transformational leadership, and organizational commitment, through job satisfaction indicators. Validity was measured using the Multifactor Leadership questionnaire by Tepper & Percy [69], the Job Satisfaction Questionnaire by Spector [65], and the Organizational Commitment Questionnaire [52]. Respondents perceived a solid commitment to the organization due to high job satisfaction, including fair salary and leaders who consider their personnel's needs. Job satisfaction was defined by Locke [41] as a positive emotional feeling resulting from a person's evaluation of their work experience. The study found that transformational leadership positively and significantly affects organizational commitment through job satisfaction. These findings support previous studies, [22][55][56][60], which also identified the significant mediating effects of job satisfaction in the interaction between transformational leadership and employee performance. Another study [62] found that job satisfaction can mediate leadership style to police performance.

CONCLUSION

Based on the results of research and discussion, several conclusions can be put forward, namely:

- a. Transformational leadership directly positively and significantly affects job satisfaction, organizational commitment, and police personnel performance
- b. Job satisfaction positively and significantly affects organizational commitment and police personnel performance.
- c. Organizational commitment directly has a positive and significant effect on job satisfaction and the performance of police personnel.
- d. Transformational leadership has a positive and significant effect on the performance of police personnel through organizational commitment.
- e. Transformational leadership positively and significantly impacts police personnel performance through job satisfaction
- f. Transformational leadership positively and significantly impacts organizational commitment through job satisfaction.
- g. Transformational leadership path coefficient has a positive and significant effect on job satisfaction through organizational commitment.

5.12. Managerial Implications and Social Implications Based

This study is helpful for leaders in strengthening job satisfaction and organizational commitment so that the performance of police personnel can increase, in addition to developing science in management science.

5.13. The Direction of Future Research

Future research could consider adding variables such as organizational support and internal motivation that were not included in this study.

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