

The Influence of Leadership and Job Satisfaction on Police Performance at the South Kalimantan Regional Police

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Abstract

The Indonesian National Police (Polri) continues to encounter performance challenges; however, the specific influence of leadership and job satisfaction on officer performance within the South Kalimantan Regional Police has yet to be examined. The present inquiry seeks to elucidate the nexus between job satisfaction and the performance of Polri personnel, as well as the association between leadership and organizational performance. To ascertain the magnitude and direction of the effects of leadership and job satisfaction on performance, the study employed multiple linear regression techniques utilizing SPSS software. The methodological sequence comprised primary data collection through structured questionnaires, subsequent validity and reliability verification, classical assumption diagnostics, including assessments of multicollinearity, heteroscedasticity, and normality, followed by multiple regression modeling to estimate both partial effects (via t-statistics) and simultaneous effects (via F-statistics), and coefficient of determination (R^2) analysis to evaluate the model's explanatory capacity. The analytical framework adopted was Multiple Linear Regression Analysis, designed to reveal the relationship between leadership and job satisfaction towards police performance. The empirical sample consisted of 345 Polri officers stationed in South Kalimantan, selected through probabilistic random sampling procedures. Data were gathered through the distribution of Likert-type questionnaires, employing a five-point response continuum. The data screening process incorporated validity and reliability testing to ensure construct precision and internal consistency, alongside partial hypothesis testing using the t-test. The empirical evidence reveals that job satisfaction exerts a positive and statistically significant influence on Polri performance, while leadership similarly demonstrates a positive and significant contribution to performance enhancement.

Keywords: Indonesian National Police (Polri), Job Satisfaction, Leadership, Organizational Behavior, Police Performance.

1. Introduction

The functions of the Indonesian National Police (Polri) in the digital era include cyber law enforcement, public protection in the digital realm, and the digitalization of public services. The goal is to increase effectiveness, efficiency, and accountability through the use of technology, such as online reporting systems, hoax handling, and data integration; eradicate cybercrimes such as hacking, online fraud, and the distribution of illegal content; identify and counter the spread of fake news (hoaxes) and false information that can cause unrest; and monitor cyber activity to prevent criminal threats and maintain public security through systems such as CCTV-based command centers and data integration.

According to Hariyasasti (2025), utilizing technology to accelerate public services, such as SIM and SKCK administration through the SuperApp "Polri Presisi" application. Facilitating the public to report violations or crimes online through various channels,



increasing transparency and accountability with a digitalization system, including an electronic ticketing system that reduces the practice of levies, conducting training for Polri personnel to improve their skills in data analysis, use of technology, and handling cyber cases. Collaborating with other stakeholders, including the community, to improve digital and cyber security together. Educating the public about cyber security and digital ethics through various channels.

According to Ilham (2018), the performance of the Indonesian National Police (Polri) is considered significant in several areas, including handling crimes such as human trafficking and crimes against women and children, as well as increasing public satisfaction with services such as the Police Clearance Certificate (SKCK). Although there is appreciation for its effectiveness, which has ranked among the top three in the world, the Indonesian National Police also face challenges such as case resolution and increasing resources and operations. According to Ilyas et al. (2016), a survey showed an increase in public satisfaction with Police Clearance Certificate (SKCK) services to 88.03% in 2025, which is partly due to the digitalization of services. There are reports that the level of public complaint resolution still needs to be improved, with only a small portion being resolved. Several observers highlight the need for improvements in capacity and operational processes, including resource allocation, technology, human resource training, and infrastructure modernization. There is still a need to improve standard operating procedures and simplify bureaucracy for a faster and more accurate response.

This condition shows that the performance of the National Police has a direct impact on the level of public trust in the police institution. Therefore, efforts to improve the performance of the police are a strategic necessity that is not only internal to the organization, but also important for social stability and the quality of public services.

As reported by Juwaini et al. (2021), the phenomenon of Polri performance shows two aspects: positive performance that receives appreciation, such as increased satisfaction with public services and the handling of certain crime cases, and negative performance that highlights issues such as abuse of authority and allegations of unprofessionalism by members of the police. Polri strives to improve performance through service digitization, strengthened oversight, and an emphasis on humane attitudes. However, challenges such as individuals who tarnish the institution's image still need to be addressed.

Surveys show that the majority of the public is satisfied with Polri's performance in general, especially with public services such as Police Clearance Certificates (SKCK), which have seen a significant increase in satisfaction along with service digitization. Polri is considered successful in eradicating certain crimes, such as drugs and online gambling, although there are still notes that need to be further enhanced oversight. Institutional improvement efforts have been undertaken, including capacity building through technology investment and human resource training, as well as optimizing operational processes through service digitization. Police officers who commit negative acts such as violence, extortion, and abuse of authority seriously damage the image of the National Police and reduce public trust. There are still public complaints regarding the slow response of services and handling of complaints, even though efforts to accelerate this have been made. Several cases that have come to the public spotlight show unprofessionalism in law enforcement and case handling, which erodes public trust. This phenomenon shows that despite various improvement efforts, the performance of the Indonesian National Police is not yet fully optimal and still requires strengthening from within the organization, particularly in relation to human resources.

The phenomenon of Polri leadership includes structural changes, challenges of the digital era, adaptation of leadership styles, to issues of gender equality and institutional reform

(Nurwicaksono et al., 2023). Some emerging phenomena include the formation of a cyber directorate to address cybercrime, adaptation of leadership to be more digital, varying leadership styles such as transactional or democratic, and obstacles for policewomen to reach the highest career levels. The Polri structure has experienced improvements and changes, such as the formation of the Cyber Investigation Directorate (Ditressiber) in eight Regional Police (Polda) to address cybercrime. Polri is adapting to the industrial revolution 4.0 by innovating public services into e-government for time and cost efficiency. There are efforts to transform towards a more predictive, responsive, transparent, and just Polri (Presisi) (Prabowo, 2021). The leadership styles applied vary, such as a transactional style that relies on rewards or punishments based on performance, and a democratic style that involves two-way communication and member aspirations.

Polri leadership shows a readiness to adapt and change, even acknowledging the existence of various problems within the police force. Leaders are expected to understand subordinates, monitor performance, and provide motivation to achieve organizational goals. There are still structural barriers for policewomen to rise to the highest ranks, because strategic positions are more often filled by male personnel, thus limiting their leadership space. There is a push for broader and more comprehensive reform within the National Police and other state institutions after 27 years of reform, as conveyed by the National Police Reform Commission. The phenomenon of people preferring to report to other agencies (for example the fire department) shows that there are challenges in building public trust and the need for continuous improvement efforts. Thus, leadership plays an important role in determining the direction, behavior, and performance of Polri members in facing increasingly complex organizational challenges.

According to Kishen et al. (2020), public satisfaction with the performance of the Indonesian National Police (Polri) tends to be high and increasing, while internal job satisfaction among Polri members shows varying results, with some studies even recording low levels of satisfaction in some units. Factors such as human resource management, leadership style, compensation, and work-life balance influence Polri member job satisfaction. Public Satisfaction with Polri Performance: Surveys show that public satisfaction with Polri performance is quite high and increasing, as in 2025, with some surveys recording figures above. This increase is influenced by internal reforms, the digitization of services (such as the Police Clearance Certificate (SKCK), and public perception of law enforcement, cybersecurity, and transparency).

Job satisfaction among members of the Indonesian National Police is an internal factor that plays an important role in driving performance improvement. Members who are satisfied with their work tend to have higher motivation, discipline, and commitment to their work, enabling them to perform optimally in carrying out their duties of service, protection, and law enforcement.

Public satisfaction is also influenced by their direct experiences interacting with the police and information they receive from the media or the experiences of others. Internal Job Satisfaction of Polri Members: Polri member job satisfaction levels are not uniform, are influenced by many factors, and can vary between units or work units. According to Mihalcea (2014), leadership style contributes to higher job satisfaction, while a more positive style will increase job satisfaction. Fulfillment of needs and compensation are important factors influencing job satisfaction among Polri members. Job stress can be a factor that decreases job satisfaction. Job satisfaction is an indicator of the effectiveness of human resource management practices within the Polri. High job demands can lead to work-life balance, which affects satisfaction. High job satisfaction among Polri members can positively impact the

quality of public services and the achievement of institutional goals. Low job satisfaction can have detrimental effects on both members and the institution itself.

Previous studies have shown that leadership and job satisfaction affect the performance of police officers. However, the results of these studies still show diverse findings and are greatly influenced by the organizational context and work area. In addition, empirical studies that specifically examine the influence of leadership and job satisfaction on the performance of Indonesian National Police (Polri) members in the South Kalimantan Regional Police are still relatively limited, so further research is needed to fill this gap. Based on this background and issues, this study aims to analyze the influence of leadership and job satisfaction on the performance of Indonesian National Police (Polri) members in the South Kalimantan Regional Police, both partially and simultaneously.

2. Literature Review

2.1. Leadership

According to Purwanto (2020), leadership is the ability to influence, motivate, and direct others to work together to achieve predetermined goals. It is the process of leading, guiding, and controlling the behavior of others so that they cooperate willingly, without coercion, to achieve common goals. Leadership involves the ability to move others in the same direction simultaneously and purposefully. It is the process of influencing the thoughts, feelings, and behavior of others to achieve predetermined goals. As noted by Atmojo (2015), this ability is often learned and honed, although some characteristics may be innate. A leader also facilitates individual and collective efforts to achieve common goals effectively.

Citing from Belonio (2012), leadership is the ability to influence and direct others to work together to achieve predetermined goals. This process involves interactions between leaders and followers to achieve common goals and relies not only on position but also on the ability to motivate, inspire, and coordinate the team. Leaders use their influence to control and influence the thoughts, feelings, or behavior of others without resorting to violence. According to Braun et al. (2013), the main focus is to achieve common goals that have been set, whether in an organization, group, or other context. Leadership is a process of interaction between leaders and members of the group being led, which requires active collaboration to achieve goals. As noted by Cahyono et al. (2020), Leaders have the ability to inspire and motivate team members to give their best and follow the same vision. In addition to focusing on tasks, effective leaders also develop team members' abilities, build trust, and improve their well-being.

2.2. Job Satisfaction

Job satisfaction has been conceptualized as a favorable disposition or gratifying affective state experienced by employees toward their work, emerging from a reflective appraisal of job roles and the surrounding occupational milieu (Curado & Santos, 2022). It signifies the degree to which occupational attributes fulfill individual needs and expectations and is shaped by multifarious determinants, including remuneration, promotional prospects, working conditions, collegial relations, and supervisory support. Fundamentally, job satisfaction represents an affective reaction, ranging from pleasure to displeasure which elicited by the comparison between anticipated and actual work experiences. It embodies both cognitive judgments and emotional responses toward diverse facets of employment, such as compensation, interpersonal relationships, organizational climate, and opportunities for personal growth.

Purwanto and Sulaiman (2023) further delineate job satisfaction as a positive psychological state derived from the evaluation of job characteristics, whereby individuals with elevated satisfaction exhibit affirmative affect, heightened motivation, and greater enjoyment in task execution, whereas dissatisfied employees tend to display apathy and diminished work engagement. Similarly, Braun et al. (2013) define job satisfaction as a pleasant or unpleasant emotional condition through which employees perceive their work. Within the policing context, job satisfaction denotes the spectrum of favorable or unfavorable feelings experienced by officers toward their professional duties, shaped by factors such as salary, work environment, leadership, peer relationships, and the extent to which personal and professional needs are fulfilled.

2.3. Performance

According to Paais and Pattiruhu (2020), performance is the work results, both in quality and quantity, achieved by an individual or organization in carrying out their duties and responsibilities in accordance with established goals. This term can also be interpreted as the level of success in achieving goals, which can be measured through various standards such as efficiency and effectiveness. Performance refers to the output produced, whether a product, service, or process, within a specific time period. Performance assessment is conducted by examining work results in terms of quantity and accuracy or refinement (quality). Performance is essentially the answer to the success or failure of an organization or individual's goals. Performance is measured based on the implementation of tasks and responsibilities assigned to individuals or groups.

According to Purwanto et al. (2020), performance is the work results or achievements of an individual or organization in achieving established goals, which are assessed based on quality and quantity, and carried out according to assigned responsibilities. This includes the final achievement of an activity, where good performance is a means to achieve success. According to Putra et al. (2020), the results of a process measured in a certain period of time, both in quality and quantity, in accordance with the established objectives. Refers to the work results in terms of quality and quantity achieved by an employee in carrying out their duties and responsibilities. The answer to the success or failure of the organization's goals that have been set through a series of activities carried out. Performance is not only limited to the final result, but also involves behavior in carrying out duties.

According to Vermeeren et al. (2014) Polri performance can be seen from several aspects, including law enforcement, maintaining public order and security, and public services, with achievements such as a high global effectiveness rating and increased satisfaction with SKCK services. However, there are still challenges such as an increase in the number of public complaints and the need for comprehensive reform of the law enforcement system, as stated by observers. According to Rivaldo (2021), Involving investigations and criminal investigations. An example is the disclosure of online gambling cases involving thousands of suspects and the confiscation of assets. Implementing arrangements, guarding, escorting, and patrols.

As depicted in the research model (Figure 1), this study tests the following hypotheses:

H1: Leadership has a positive and significant relationship with Polri performance

H2: Job satisfaction has a positive and significant relationship with Polri performance

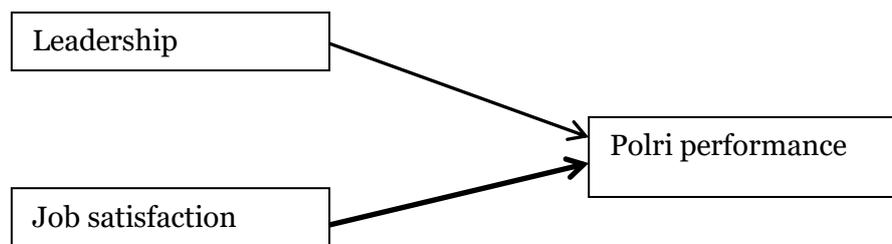


Figure 1. Research Model

3. Methods

3.1. Research Design

This study uses a quantitative approach with an explanatory research design, which aims to explain the causal relationship between leadership and job satisfaction on the performance of members of the Indonesian National Police (Polri). A quantitative approach was chosen because this study focuses on testing hypotheses based on numerical data analyzed statistically (Sugiyono, 2020). A survey method was used as the main data collection technique.

3.2. Research Location and Time

This research was conducted within the South Kalimantan Regional Police (Polda). Data collection was carried out in 2025, involving members of the Indonesian National Police (Polri) who serve in various work units within the South Kalimantan Regional Police.

3.3. Population and Sample

The population in this study was all members of the Indonesian National Police serving in the South Kalimantan Regional Police. The research sample consisted of 345 respondents selected using random sampling techniques, so that each member of the population had an equal chance of becoming a respondent. The sample size was considered adequate for multiple linear regression analysis and was able to represent the characteristics of the research population.

3.4. Data Collection Technique

The data used in this study is primary data obtained through the distribution of questionnaires to respondents. The questionnaires were distributed online through social media and internal communication platforms to facilitate access for respondents and increase the questionnaire return rate.

3.5. Research Instrument and Measurement Scale

The research instrument was a closed questionnaire based on indicators of leadership, job satisfaction, and performance adapted from various previous studies. All items were measured using a five-point Likert scale, with a range of 1 (strongly disagree) to 5 (strongly agree).

3.6. Operational Definition of Variables

Operationally, leadership variables are measured based on the ability of leaders to provide direction, motivation, supervision, and decision-making. Job satisfaction variables are measured based on the level of satisfaction of members with their work, compensation, work environment, relationships with superiors and co-workers, and career development opportunities. Performance variables are measured based on work quality, work quantity, timeliness, and responsibility in carrying out tasks.

3.7. Data Analysis Technique

The data analysis technique used in this study was multiple linear regression analysis using SPSS software. The data analysis stages included validity and reliability tests to ensure that the research instruments measured the variables accurately and consistently. Next, classical assumption tests were conducted, consisting of normality tests, multicollinearity tests, and heteroscedasticity tests to ensure the feasibility of the regression model. Hypothesis testing was done by the t-test to see the partial effect of each independent variable on the dependent variable and the F-test to determine the simultaneous effect. Further, the coefficient of determination (R^2) was used to measure the contribution of leadership and job satisfaction variables to the performance of Polri members.

4. Results and Discussion

4.1. Research Results

4.1.1. Hypothesis Testing

Hypothesis testing is a statistical process for testing the validity of a hypothesis about a population using sample data. The purpose of hypothesis testing is to ascertain, in an objective and systematic manner, whether sufficient empirical evidence exists to warrant the acceptance or rejection of a proposed hypothesis. The outcomes of the hypothesis testing conducted in this research are presented in Table 1 below.

Table 1. T-Test Results (Partial) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.391	2.302		.170	.866
Leadership (X1)	.363	.089	.362	4.087	.000
Job Satisfaction (X2)	.384	.112	.307	3.427	.001

a. Dependent Variable: Performance (Y)

Based on Table 1, the t-test value (t-statistic) is greater than 1.96, thus concluding that the independent variables influence the dependent variable at the 5% significance level.

4.1.2. Simultaneous Test

The simultaneous F-test done by SPSS serves to examine whether the set of independent variables collectively exerts a statistically significant effect on the dependent variable. This procedure evaluates the overall adequacy of the regression model by determining whether the predictors, jointly contribute meaningfully to the explanation of variation in the outcome variable. The results of the hypothesis testing in this study are presented in Table 2 below.

Table 2. Results of the Simultaneous F-Test ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	336.009	3	112.167	42.321	.000 ^b
Residual	251.098	98	2.762		
Total	587.321	99			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Leadership (X1), Job Satisfaction (X2)

Based on table 2, the Sig. value < 0.05: This means that all independent variables together have a significant influence on the dependent variable.

4.2. Discussion

4.2.1. The Relationship Between Leadership and Polri Performance

Leadership has a positive and significant relationship with Polri performance, as a good leadership style can enhance professionalism, morale, and job satisfaction of members, which in turn directly contributes to improved performance. This relationship is proven through various studies showing that leadership is one of the main determinants of the success of Polri organizations in achieving their goals. Good leaders motivate their members to work more professionally, which directly improves the quality of their performance. According to Paais and Pattiruhu (2020), effective leaders can create a positive work environment, which increases member satisfaction and morale. The leadership style implemented by superiors has been partially proven to have a significant impact on Polri personnel performance. Leadership, combined with other factors such as job competence or the work environment, together has a very strong influence on Polri member performance. A significant relationship between leadership and Polri employee work motivation can be found, where good leaders can motivate their members to work hard. According to Purwanto et al. (2020), leadership has a significant impact on the performance of the Indonesian National Police, creating a strong positive impact on professionalism, work morale, and member job satisfaction, which ultimately improves overall performance. An effective leadership style can increase motivation, discipline, and competence, thereby encouraging the achievement of organizational goals.

Good leaders encourage members to work more professionally. Positive leadership is correlated with higher job satisfaction, which then contributes to better performance because members feel more motivated and committed. There is a significant relationship between leadership style and work morale. A good leadership style can improve member morale, which directly impacts performance. Members' perceptions of leadership style influence their commitment to the task and motivation to improve performance. According to Putra et al. (2020), strong leadership, along with job competency, has a very strong influence on the performance of Indonesian National Police members simultaneously. According to Vermeeren et al. (2014), it is important for management to invest in developing effective leadership skills at all levels. Strategies should be implemented to increase job satisfaction, such as providing incentives, improving facilities, and improving communication. Leadership also plays a role in enforcing work discipline to ensure that all members comply with regulations and procedures. Implementing research and development programs to strengthen leadership skills and work motivation can be an effective step to improve performance. According to Paais and Pattiruhu (2020), Rivaldo et al. (2021), leadership plays an important role in improving the performance of the Indonesian National Police by directing, motivating, and guiding members to achieve organizational goals, such as maintaining security, fighting crime, and protecting and serving the community. Good leadership also affects the discipline and overall quality of work of members, showing a significant positive influence on the performance of police members. Leaders communicate the vision and goals of the Indonesian National Police organization, such as maintaining security and order, fighting crime, and serving the community, to all members. Leaders motivate members, both through rewards and punishments, to increase enthusiasm and performance. Leaders determine decisions that can affect member performance, such as in terms of supervision and resource management. Leaders play a role in building a positive and professional work culture within the police environment. Leaders are expected to be able to manage and resolve conflicts that may arise between members or with other parties. Good leadership can positively influence the work discipline of members, which in turn will improve their performance.

4.2.2. The Relationship between Job Satisfaction and Polri Performance

Job satisfaction has a positive and significant relationship with Polri performance, where satisfied members tend to have higher motivation, discipline, and commitment to carrying out their duties effectively. Increased job satisfaction can have a direct impact on improving individual performance, which ultimately contributes to the achievement of Polri's overall organizational goals. Satisfied members are more motivated and committed to their duties, resulting in better performance. A positive emotional attitude at work (job satisfaction) reflects better morale, discipline, and job performance. Satisfied employees are more willing to strive for high levels of work productivity for the benefit of the organization. According to Hariyasasti et al. (2025), improving individual performance through job satisfaction will facilitate the achievement of Polri's organizational goals. Polri management needs to focus on improving job satisfaction through various strategies, such as: Providing incentives, improving work facilities, and improving organizational communication. According to Ilham (2018), Special attention is needed on developing effective leadership and work motivation strategies to improve the performance of Polri personnel. Compensation and career development have also been proven to have an impact on job satisfaction, so they need to be a management concern.

According to Juwaini et al. (2021), job satisfaction exerts a positive and statistically significant effect on the performance of Indonesian National Police (Polri) personnel, indicating that higher levels of satisfaction are closely associated with enhanced professionalism and superior performance outcomes. Determinants such as effective leadership, a supportive and conducive work environment, strong work motivation, and equitable compensation structures are salient contributors to job satisfaction and, in turn, shape the overall performance of Polri members. In a similar ideas, Kishen et al. (2020) report that Polri officers who experience greater job satisfaction tend to exhibit elevated levels of professionalism, which subsequently translates into measurable improvements in their performance.

Job satisfaction is one of the key factors, besides work ethic, motivation, discipline, competence, and a good work environment, to improve the performance of Polri members. A good leadership style from superiors can increase the job satisfaction of members, which will further encourage improved performance. Positive career development can increase the job satisfaction of Polri members, which also indirectly supports their performance. Although some studies show a complex negative relationship, in general, high work motivation will affect performance. Good job satisfaction will motivate Polri members to work better. Fair compensation and a conducive work environment are very important to maintain job satisfaction and motivation, as well as improve overall performance. Work discipline and the availability of adequate work facilities can have a positive effect on job satisfaction and productivity.

According to Purwanto and Sulaiman (2023), job satisfaction plays a crucial role in improving the performance of Indonesian National Police (Polri) members because it can increase motivation, commitment, and work discipline, which ultimately has a positive impact on service quality and task effectiveness. Members who are satisfied with their jobs tend to be more motivated, disciplined, and enthusiastic in carrying out their duties, which is manifested in better performance. Satisfied personnel are more motivated and committed to their duties, which directly impacts the quality of their performance. A positive emotional attitude toward work (job satisfaction) is reflected in higher work discipline, such as greater compliance with regulations and procedures. Job satisfaction is closely related to work morale, discipline, and work performance. According to Belonio (2012), better performance can be achieved when

members feel happy and proud of their work. Good job satisfaction fosters a strong work ethic, which is a crucial factor in improving overall member performance. With better performance, Polri members can provide more professional and high-quality services to the public. Job satisfaction is influenced by good leadership. A supportive and positive work environment contributes to job satisfaction. Fair compensation policies are also important factors for job satisfaction. Career development opportunities and improved welfare can increase satisfaction. Personnel involvement in the decision-making process can also increase morale and job satisfaction.

5. Conclusion

Leadership and job satisfaction have been proven to have a positive and significant influence on the performance of members of the Indonesian National Police (Polri) in the South Kalimantan Regional Police, based on empirical data from this study. The aspects of leadership measured include the ability of superiors to provide clear directions, fairness in decision-making, effective communication, and support for subordinates. Job satisfaction was measured through members' satisfaction with supervision, work environment, compensation, and career development opportunities.

The results of the study show that leadership practices related to supervisory support and clarity of direction have the greatest influence on job satisfaction, particularly satisfaction with supervision and the work environment. Members who rated their leaders as supportive, communicative, and fair tended to have higher levels of job satisfaction. High job satisfaction was then associated with improved performance, which was measured through task completion quality, work efficiency, discipline in carrying out tasks, and performance evaluations by superiors.

These findings indicate that effective leadership plays a direct and indirect role in improving member performance by increasing job satisfaction as a mediating pathway. However, the influence of job satisfaction is not uniform across all dimensions, making leadership quality, particularly supervisory support, the most critical factor in shaping the satisfaction and performance of South Kalimantan Regional Police members.

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