

The Influence of Transformational Leadership, Work Discipline, and Work Conflict on Police Organizational Performance: Evidence from Subbagpamkol Yanma Polri

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Received 06 December 2024

Revised 17 January 2025

Accepted 06 February 2025

ABSTRACT

This study examines the influence of transformational leadership, work discipline, and work conflict on organizational performance at Subbagpamkol Yanma Polri. Improving performance in public sector institutions requires effective leadership, consistent discipline, and proper conflict management. This research adopts a quantitative approach using survey data collected from 108 police personnel through probability sampling. Data were analyzed using multiple linear regression to test both partial and simultaneous effects of the independent variables. Classical assumption tests were conducted to ensure model validity. The results show that transformational leadership and work discipline have a positive and significant effect on organizational performance, indicating that leadership quality and employee discipline are key drivers of performance improvement. In contrast, work conflict has a positive but not significant effect, suggesting that conflict does not strongly influence performance in this context. Simultaneously, all independent variables significantly affect organizational performance. These findings highlight the importance of strengthening leadership practices and maintaining discipline while managing conflict effectively. This study contributes to public sector management literature and provides practical insights for improving organizational performance in law enforcement institutions.

Keyword: transformational leadership; work discipline; work conflict; organizational performance

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1. INTRODUCTION

1.1. Research Background

The Indonesian National Police (Polri) plays a vital role in maintaining law enforcement, public order, and community protection in Indonesia. As a state institution, Polri is required to operate based on legal principles, ethical standards, and professional procedures. In the modern governance context, policing extends beyond traditional security roles to include transparent, accountable, and high-quality public services. Therefore, improving professionalism and organizational performance has become a strategic priority.

The challenges faced by Polri have intensified due to globalization, democratization, technological development, and increasing demands for human rights protection. These dynamics have contributed to both opportunities and threats, particularly in the increasing complexity of security disturbances (Lemdikpol, 2010). Consequently, Polri must continuously enhance its human resources to adapt to these changes. Institutional reforms initiated since 1999 have emphasized the transformation toward democratic policing, accountability, and public-oriented service delivery.

1.2. Human Resource Management and Organizational Challenges

Human resource management within Polri is a fundamental factor in achieving organizational effectiveness. The development of personnel is expected to integrate multiple dimensions of learning, including learning to know, learning to do, learning to live together, and learning to be (Lemdikpol, 2010). These dimensions emphasize not only technical competence but also behavioral and cultural transformation within the organization.

Despite ongoing reforms, Polri faces structural and operational challenges, including limited personnel compared to population ratios and increasing workload demands (Setyowadi, 2013). These conditions require effective organizational management to ensure that performance targets can be achieved despite resource constraints.

1.3. Transformational Leadership and Organizational Performance

Leadership is a key determinant of organizational success. The ability of leaders to influence, motivate, and direct subordinates plays a crucial role in achieving organizational goals (Robbins, 2003). Transformational leadership, in particular, is considered relevant in dynamic organizations because it emphasizes inspiration, vision, and employee development.

According to Luthans (2005), leadership involves influencing others through direction and behavioral example. In public sector organizations such as Polri, transformational leadership is essential to foster adaptability, improve morale, and enhance organizational performance.

1.4. Work Discipline and Generational Challenges

Work discipline is another important factor affecting organizational performance. It reflects the extent to which employees comply with organizational rules, responsibilities, and standards. In highly structured institutions, discipline is essential to maintain operational effectiveness.

However, generational differences within the workforce present additional challenges. Differences between senior personnel and younger generations may influence attitudes toward discipline, work commitment, and organizational loyalty (Sugembong & Sudarmoyo, 2007). These differences require adaptive management approaches to maintain discipline and performance consistency.

1.5. Job Conflict and Its Impact on Performance

Conflict is an inherent aspect of organizational life, arising from differences in goals, perceptions, and resource allocation. While conflict is often perceived negatively, it can also generate positive outcomes when managed effectively. Proper conflict management can enhance creativity, improve decision-making, and strengthen organizational performance (Handoko, 1997; Nimran, 1999).

Therefore, understanding how conflict influences performance is essential, particularly in organizations with complex structures and high operational demands.

1.6. Research Context: Subbagpamkol Yanma Polri

Subbagpamkol Yanma Polri is a unit responsible for protocol services, security arrangements, and operational support within the police headquarters. The unit operates under high-intensity conditions, including continuous service, coordination across institutions, and execution of official events.

Empirical observations indicate that the workload of Subbagpamkol has increased significantly over time, as reflected in the growing number of operational activities handled annually. However, this increase in workload also raises concerns regarding personnel capacity, discipline, and internal conflict, which may affect organizational performance.

1.7. Research Objective

Based on the theoretical and empirical background, this study aims to analyze the influence of transformational leadership, work discipline, and job conflict on organizational performance within Subbagpamkol Yanma Polri.

This study employs a quantitative approach to examine both the partial and simultaneous effects of these variables. The findings are expected to contribute to the development of human resource management strategies in public sector organizations, particularly within law enforcement institutions.

2. LITERATURE REVIEW

2.1. Transformational Leadership

Rapid environmental and technological changes have increased the complexity of organizational challenges, creating a need for leaders who are capable of directing and developing employee efforts to achieve organizational goals and build high-performance organizations. Effective leaders are not only defined by their authority but also by their concern for employee welfare, satisfaction, and development, which ultimately strengthens employees' motivation to achieve organizational objectives. Early leadership studies primarily focused on autocratic versus democratic, directive versus participative, and task-oriented versus people-oriented leadership styles (Bass & Avolio, 1990).

Leadership can be defined as the ability of an individual to influence, direct, and control the thoughts, behaviors, and actions of others to achieve predetermined goals (Suradinata, 2001). Similarly, leadership is understood as the capability to influence others enthusiastically in achieving organizational objectives (Keith, 1985). These definitions emphasize that leadership is fundamentally a process of influence that determines organizational effectiveness.

2.2. Leadership Style and Conceptual Foundations

Leadership style refers to the pattern of behavior exhibited by a leader in influencing subordinates. It represents a consistent set of actions, attitudes, and philosophies perceived by employees (Davis & Newstrom, 1995). Leadership style integrates organizational goals with individual goals, ensuring alignment in achieving desired outcomes (Heidjrachman & Husnan, 2002). It also reflects how leaders interact with subordinates and shape organizational behavior (Tjiptono, 2001; Hersey, 2004).

Leadership itself is viewed as a dynamic interaction between individuals and their environment, where influence is exercised to guide behavior toward organizational goals (Thoha, 2001). It involves persuading others to take action through communication, authority, and example (Rivai, 2004; Locke, 2001). The effectiveness of leadership is often evaluated based on decision-

making capability, particularly decisions that are practical, realistic, and aligned with organizational goals (Siagian, 2007).

2.2.1. Functions and Theories of Leadership

Leadership functions are generally divided into task-related and relationship-oriented roles. Task-related functions involve assigning duties, providing direction, and solving work-related problems, while relationship-oriented functions focus on maintaining group cohesion, resolving conflicts, and ensuring that employees feel valued within the organization (Stoner, 1996).

The development of leadership theory can be categorized into three major perspectives: genetic theory, social theory, and ecological theory. Genetic theory suggests that leaders are born with inherent traits, while social theory argues that leadership can be developed through education and experience. Ecological theory integrates both perspectives, suggesting that leadership effectiveness results from a combination of innate ability and environmental factors. Furthermore, leadership style is influenced by the interaction between leaders, subordinates, and situational conditions (Hersey & Blanchard, 1992).

2.2.2. Typologies of Leadership

Leadership typologies describe various approaches leaders adopt in managing organizations. These include autocratic, militaristic, paternalistic, charismatic, and democratic leadership styles (Siagian, 1997). Among these, democratic leadership is often considered the most suitable for modern organizations due to its emphasis on participation, collaboration, and alignment of individual and organizational goals.

Additional leadership styles include democratic, autocratic, paternalistic, and free-rein leadership (Arep & Tanjung, 2003). The selection of leadership style depends on various situational factors, including organizational context, employee characteristics, and leader capabilities (Heidjrachman & Husnan, 2002).

2.2.3. Transformational Leadership

Transformational leadership is considered one of the most relevant leadership approaches in modern organizations. It focuses on inspiring and motivating employees to exceed expectations and achieve higher levels of performance. According to Bass, transformational leadership involves mobilizing organizational resources to create significant changes and enhance employee awareness of their roles (Lako, 2004).

Transformational leadership is also defined as a process in which leaders encourage followers to prioritize organizational interests over personal interests and achieve higher levels of motivation and morality (Shamir in Lako, 2004; Burns in Lako, 2004). This leadership style is particularly effective in dynamic environments, as it promotes innovation, adaptability, and long-term organizational success (Yukl, 2009).

2.2.4. Characteristics of Transformational Leadership

Transformational leaders exhibit several key characteristics, including the ability to create vision and mission, build trust, enhance employee intelligence, and provide individualized consideration (Safaria, 2004). They also act as change agents, take calculated risks, and demonstrate strong cognitive and analytical capabilities (Harits in Lako, 2004).

The behaviors associated with transformational leadership include charisma, intellectual stimulation, individualized consideration, and inspirational motivation. These behaviors enable leaders to influence followers emotionally and cognitively, encouraging innovation and enhancing organizational performance (Harits in Lako, 2004).

2.3. Work Discipline

Work discipline refers to an individual's adherence to organizational rules, regulations, and standards. It reflects a sense of responsibility, obedience, and commitment to organizational objectives. Discipline is defined as a condition in which employees comply with rules voluntarily and accept consequences for violations (Sastrohadwiryo, 2005; Wursanto, 1987).

Discipline is also associated with self-control and intrinsic motivation, where individuals regulate their behavior to align with organizational expectations (Terry in Winardi, 2009). Indicators of work discipline include responsibility, compliance with rules, and effective use of time.

2.3.1. Disciplinary Processes

The implementation of discipline in organizations involves several stages, including counseling, documentation, warning, and termination (Mathis & Jackson, 2002). These stages are designed to improve employee awareness and correct inappropriate behavior.

Disciplinary actions can also be categorized into preventive, corrective, and progressive measures (Handoko, 1990). Preventive discipline encourages self-regulation, corrective discipline addresses violations, and progressive discipline imposes stricter penalties for repeated offenses. These approaches highlight that discipline should not solely rely on punishment but also involve guidance and improvement.

2.3.2. Factors Influencing Work Discipline

Several factors influence work discipline, including organizational goals, leadership example, employee welfare, enforcement of rules, and managerial firmness (Nitisemito, 1999). Leadership plays a crucial role in establishing discipline, as leaders serve as role models for employees.

Effective discipline requires a balance between enforcement and fairness. Without consistent implementation, disciplinary measures may lose effectiveness and negatively impact organizational performance.

2.4. Work Conflict

Work conflict originates from the concept of opposition or incompatibility between individuals or groups. It refers to a condition where differences in values, goals, perceptions, or interests lead to tension and interactional friction within an organization (Kartono, 1998; Robbins, 2001). Conflict is often viewed as a dynamic process that arises when one party attempts to hinder another in achieving its objectives, resulting in frustration or dissatisfaction.

Organizational conflict can also be interpreted as a mismatch between individuals or groups due to limited resources, differing statuses, or divergent goals and perceptions (Handoko, 2008). Furthermore, conflict is inherently perceptual; it exists only when it is recognized and experienced by the involved parties (Soetopo & Supriyanto, 2003). This highlights that conflict is not merely structural but also psychological in nature.

From an interactional perspective, conflict is defined as an interactive process characterized by disagreement or inconsistency across individuals or social entities such as groups and organizations (Rahim, 2011). In organizational settings, conflict is unavoidable and may produce both constructive and destructive outcomes depending on how it is managed (Minarsih, 2012; Robbins, 1996).

2.4.1. Types and Forms of Work Conflict

Conflict within organizations can take multiple forms depending on its source and structure. Hierarchical conflict occurs between different levels of authority, while functional conflict arises between departments with differing roles and objectives. Line-staff conflict emerges due to authority-related disagreements, and formal-informal conflict relates to differences between organizational norms and informal group behaviors (Rahim, 2011).

In addition, conflict can be categorized into several types, including intra-individual conflict, interpersonal conflict, intra-group conflict, and inter-group conflict. Each type reflects different levels of interaction and complexity within the organization. For instance, interpersonal conflict often stems from differences in opinions or goals, whereas inter-group conflict is typically driven by competition for resources or organizational dominance.

Conflict is also considered a natural phenomenon in organizational life and does not necessarily indicate dysfunction. Instead, it may contribute to organizational dynamics, encourage innovation, and improve decision-making processes when managed effectively (Luthans, 1981).

2.4.2. Stages of Work Conflict

Conflict develops through several stages, beginning with a latent phase where dissatisfaction or tension exists but has not yet been expressed. This is followed by the emergence of issues, where parties begin to recognize and articulate their disagreements. The interaction phase involves direct confrontation, often accompanied by emotional responses.

Subsequent stages may involve avoidance, where parties suppress conflict due to power imbalances, and resolution, where rational approaches such as negotiation or discussion are employed. The final stage concerns the outcomes of conflict resolution, which may or may not fully resolve the underlying issues (Amir, 2005). These stages illustrate that conflict is a process that evolves over time and requires strategic management.

2.4.3. Perspectives on Work Conflict

There are three primary perspectives on conflict within organizations. The traditional view considers conflict as harmful and should be avoided because it indicates dysfunction (Gitosudarmo & Sudita, 2000). In contrast, the human relations view sees conflict as a natural and inevitable occurrence that can have positive effects on group performance.

The interactionist view further argues that conflict is necessary to maintain group vitality, creativity, and critical thinking. This perspective introduces the concept of the “conflict paradox,” where conflict can both enhance and hinder organizational performance (Robbins, 1996). Therefore, effective conflict management involves maintaining an optimal level of conflict rather than eliminating it entirely.

2.4.4. Causes of Work Conflict

Work conflict arises from various factors, including individual differences, organizational structure, and communication issues. Personal factors such as values, personality traits, and emotional responses can trigger conflict, particularly when individuals perceive threats or inconsistencies (Robbins, 1996).

Structural factors, such as group size, task specialization, and reward systems, also contribute to conflict. Larger and more complex organizations tend to experience higher levels of conflict due to increased interdependence and competition for resources. Additionally, ineffective communication, including misunderstandings and information gaps, is a significant source of conflict within organizations.

Other causes include role ambiguity, differences in goals, power struggles, and cultural or normative discrepancies (Usman, 2004). These factors highlight the multidimensional nature of conflict and the importance of addressing both individual and organizational determinants.

2.5. Conflict Management Strategies

Effective conflict management requires understanding the balance between cooperativeness and assertiveness. Strategies such as competition, collaboration, compromise, avoidance, and accommodation represent different approaches to managing conflict depending on situational needs (Handoko, 2007).

Collaborative strategies are often considered the most effective, as they encourage mutual problem-solving and long-term relationship building. In contrast, avoidance may be suitable for minor conflicts, while competition may be necessary in urgent situations requiring decisive action.

Additional approaches include integrating, obliging, dominating, avoiding, and compromising styles, each reflecting different priorities between self-interest and collective interest (Hendricks, 1992). The selection of an appropriate strategy depends on the context, stakeholders involved, and desired outcomes.

2.6. Organizational Performance

Organizational performance refers to the overall achievement of an organization in accomplishing its goals. It encompasses both individual employee performance and collective organizational outcomes. Performance is defined as the result of work achieved in terms of quality and quantity in accordance with assigned responsibilities (Mangkunegara, 2000; Prawirosentono, 1999).

From a behavioral perspective, performance represents a set of actions or activities aligned with organizational objectives (Widodo, 2006). It reflects not only outcomes but also processes and behaviors that contribute to goal attainment. Therefore, performance is both a result and a process that integrates effort, capability, and organizational support.

2.6.1. Concept of Organizational Performance

Organizational performance is an indicator of the effectiveness and success of management in achieving organizational objectives. It is influenced by the behavior of organizational members and their alignment with strategic goals (Gibson in Soedjono, 2005).

Performance can also be understood as the organization's ability to meet stakeholder needs through systematic efforts and continuous improvement (Nasucha in Widodo, 2006). It involves evaluating how well an organization utilizes its resources to achieve desired outcomes while maintaining efficiency and effectiveness.

2.6.2. Measurement of Organizational Performance

Measuring organizational performance is a complex process that involves both financial and non-financial indicators. Traditional performance measurement focuses on financial metrics, but modern approaches emphasize a more comprehensive evaluation.

The Balanced Scorecard framework integrates four perspectives: financial, customer, internal business processes, and learning and growth (Kaplan & Norton in Soedjono, 2005). This approach provides a holistic view of organizational performance and aligns operational activities with strategic objectives.

Performance measurement also involves comparing actual performance with planned targets, historical performance, or benchmarks from other organizations. Indicators such as input, output, outcome, benefit, and impact are commonly used to assess performance comprehensively (Mardiasmo, 2001).

2.7. Performance Indicators

Organizational performance can be evaluated using various indicators, including productivity, service quality, responsiveness, responsibility, and accountability (Dwiyanto, 2002). These indicators reflect both efficiency and effectiveness in delivering services and achieving organizational goals.

Additional criteria include efficiency, effectiveness, equity, and responsiveness, which provide a broader perspective on organizational performance (Kumorotomo, 2011). These indicators are particularly relevant in public sector organizations where performance is closely linked to service delivery and stakeholder satisfaction.

2.7.1. Benefits of Performance Measurement

Performance measurement provides several benefits, including improving decision-making, enhancing accountability, and motivating employees. It helps organizations identify inefficiencies, align activities with strategic goals, and foster a performance-oriented culture (Mahmudi, 2010).

Moreover, performance measurement supports organizational learning by providing feedback on achievements and areas for improvement. It also serves as a basis for reward systems, ensuring that employee contributions are recognized and aligned with organizational objectives.

2.8. Conceptual Framework

Transformational leadership is defined as a process of social influence in which leaders encourage voluntary participation from subordinates to achieve organizational goals (Kreitner & Kinicki, 2005). Leadership style reflects a dynamic behavioral pattern that adapts to followers and situational conditions (Wirawan, 2003). In this context, transformational leadership emphasizes inspiration, motivation, and the development of employees to achieve higher levels of performance.

Previous empirical studies have consistently demonstrated the positive impact of transformational leadership on organizational outcomes. For instance, Morales et al. (2012) found that transformational leadership significantly influences organizational performance through innovation and organizational learning. Similarly, Devi Sandra (2010) reported that transformational leadership contributes significantly to organizational citizenship behavior, indicating its broader impact on employee performance and engagement.

Other studies also support the strong relationship between leadership style and performance. Suyuthi et al. (2012) found that transformational leadership positively affects job satisfaction and performance, while Putra and Subudi (2010) identified leadership style as the most dominant factor influencing employee performance. Additionally, Munawaroh (2011) confirmed that transformational leadership has a significant positive effect on performance outcomes.

Based on these findings, transformational leadership is expected to enhance organizational performance by improving employee motivation, commitment, and productivity. Therefore, it is conceptualized as a key independent variable influencing organizational performance in this study.

Work discipline reflects employees' adherence to organizational rules and standards, which is essential for maintaining order and achieving organizational goals (The, 1981). High levels of discipline are associated with self-regulation and intrinsic motivation, leading to improved performance outcomes (Winardi, 2009).

Empirical evidence on the relationship between discipline and performance shows mixed results. Aluko (2013) found a significant positive relationship between discipline and organizational performance, although performance is also influenced by external factors such as economic and technological conditions. Anton (2010) also reported a significant positive relationship between work discipline and employee performance. Similarly, Rakasiwi (2014) found that discipline, along with motivation and job satisfaction, significantly affects employee performance.

However, some studies indicate that discipline may not always have a significant effect. Arianto (2013) found that work discipline did not significantly influence teaching performance, suggesting that contextual factors may moderate this relationship. Therefore, this study re-examines the effect of discipline on organizational performance within a different context.

Work conflict is defined as a process that arises when one party perceives that another party negatively affects something of concern (Robbins, 2006). Conflict is inevitable in organizations and can produce both positive and negative outcomes depending on how it is managed (Minarsih, 2013).

Several studies have explored the relationship between conflict and performance. Hotepo et al. (2013) found that conflict, when properly managed, can enhance innovation, teamwork, and organizational performance. Similarly, Oktorina and Mula (2010) found that work-family conflict can positively influence performance when effectively managed. Ruswanti and Jacobus (2013) also reported that conflict has a significant effect on performance, particularly when combined with other factors such as work stress.

These findings suggest that conflict does not always have a detrimental effect; instead, it can contribute positively to performance if managed effectively. Therefore, work conflict is included as an independent variable that influences organizational performance.

Based on the theoretical and empirical review, this study proposes a conceptual model in which transformational leadership, work discipline, and work conflict act as independent variables influencing organizational performance as the dependent variable. This framework aligns with a quantitative approach using multiple regression analysis to examine both partial and simultaneous effects.

2.9. Hypotheses

First, Transformational leadership has a positive effect on organizational performance. Second, Third, Work discipline has a positive effect on organizational performance. Fourth, Work conflict has a positive effect on organizational performance. Fifth, Transformational leadership, work discipline, and work conflict simultaneously have a positive effect on organizational performance.

3. RESEARCH METHOD

3.1. Research Object

This study examines the influence of transformational leadership, work discipline, and work conflict on organizational performance. The research object focuses on police personnel working at Subbagpamkol Yanma Polri. These variables are selected based on theoretical and empirical considerations that highlight their relevance in explaining organizational performance within public sector institutions.

3.2. Research Setting and Time

The study was conducted at Subbagpamkol Yanma Polri, located at Jl. Trunojoyo No. 3, South Jakarta, Indonesia. The research was carried out over a four-month period, from April to July 2015. This timeframe included proposal development, instrument design, data collection, data analysis, and report preparation.

3.3. Variables and Operationalization

The study employs one dependent variable and three independent variables. Transformational leadership, work discipline, and work conflict are treated as independent variables, while organizational performance is the dependent variable.

Transformational leadership is measured through dimensions such as charisma, intellectual stimulation, individualized consideration, and inspirational motivation. These dimensions reflect the leader's ability to influence, motivate, and develop subordinates (Harits in Lako, 2004). Indicators include the ability to inspire employees, communicate vision, provide support, and stimulate critical thinking.

Work discipline is operationalized based on factors such as goal alignment, leadership example, welfare, enforcement, and consistency (Nitisemito, 1999). Indicators include adherence to rules, awareness of organizational goals, consistency in discipline enforcement, and perceived fairness of sanctions.

Work conflict is measured through three main dimensions: communication, structure, and personal factors (Robbins, 1996). Indicators include communication barriers, organizational complexity, interdependence of tasks, and individual differences in personality and values.

Organizational performance is measured using indicators such as efficiency, effectiveness, equity, and responsiveness (Kumorotomo, 2011). These indicators reflect how well the organization utilizes resources, achieves goals, ensures fairness, and responds to stakeholder needs. All variables are measured using an interval scale through structured questionnaire items.

3.4. Population and Sample

The population of this study consists of all police personnel at Subbagpamkol Yanma Polri, totaling 430 members. The sample is determined using probability sampling with a simple random sampling technique, ensuring that each member of the population has an equal chance of being selected (Sugiyono, 2010).

Based on sampling guidelines, 25% of the population is selected as the sample, resulting in 108 respondents. This sample size is considered sufficient to represent the population and to support statistical analysis.

3.5. Data Collection Methods

Data collection is conducted using both primary and secondary sources. Primary data are collected through surveys using structured questionnaires distributed to respondents. Interviews are also conducted to obtain deeper insights, both in structured and unstructured forms.

Observation is used to capture contextual conditions within the organization, while library research is conducted to support theoretical development through books, journals, and relevant regulations.

3.6. Research Instrument

The primary instrument used in this study is a questionnaire designed to measure all research variables. Respondents consist of police personnel at Subbagpamkol Yanma Polri. The questionnaire items are constructed based on established theoretical indicators to ensure validity and reliability.

3.7. Data Analysis Technique

Descriptive analysis is used to present data in the form of tables and statistical measures such as mean, median, and standard deviation. This analysis provides an overview of the characteristics of the data.

Instrument validity is tested using product-moment correlation, where each item is considered valid if the correlation coefficient exceeds the critical value (Umar, 2000). Reliability is tested using Cronbach's Alpha, where a coefficient greater than 0.60 indicates acceptable reliability (Sugiyono, 2008).

Before hypothesis testing, classical assumption tests are conducted to ensure that the regression model meets the Best Linear Unbiased Estimator (BLUE) criteria. These include normality testing using Kolmogorov-Smirnov, linearity testing using scatterplots, heteroskedasticity testing through residual analysis, and multicollinearity testing using tolerance and variance inflation factor (VIF) values (Sudjana, 2002; Santoso, 2003).

Hypothesis testing is conducted using both simple and multiple linear regression analysis. The multiple regression model is formulated as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where Y represents organizational performance, X1 represents transformational leadership, X2 represents work discipline, and X3 represents work conflict.

Partial effects are tested using the t-test to determine the significance of each independent variable. Simultaneous effects are tested using the F-test to evaluate the overall model significance.

Correlation analysis is used to measure the strength and direction of relationships between variables, while the coefficient of determination (R^2) is used to assess the proportion of variance in the dependent variable explained by the independent variables.

4. RESULTS AND DISCUSSION

4.1. Organizational Overview

The Indonesian National Police (Polri) plays a central role in maintaining national security, law enforcement, and public service delivery. As part of the national governance system, Polri is

required to perform its duties professionally while upholding human rights and public accountability. Internal support units such as Yanma Polri contribute significantly to operational effectiveness by providing administrative and logistical services.

Subbagpamkol Yanma Polri is specifically responsible for protocol services, headquarters security, and protection of officials within the police headquarters. Given its strategic role, the unit is expected to maintain high organizational performance to support overall institutional effectiveness. Therefore, improving human resource performance within this unit is essential to achieving optimal service delivery.

4.2. Respondent Characteristics

The study involved 108 respondents drawn from Subbagpamkol Yanma Polri. The majority of respondents were male (96.3%), reflecting the gender composition typical of police institutions. In terms of rank, most respondents were Bripda (52.8%) and Briptu (39.8%), indicating that the sample was dominated by operational-level personnel.

Most respondents held the position of Bintara (92.6%), and the majority had a senior high school education (74.1%). In terms of work experience, the largest proportion of respondents had between 7 to 10 years of service (34.3%). These characteristics indicate that the respondents possess sufficient experience and operational exposure to provide reliable responses.

4.3. Instrument Testing

The validity test results indicate that all questionnaire items across variables are valid, as the calculated correlation coefficients exceed the critical value ($r > 0.361$). This confirms that the instrument is capable of measuring the intended constructs (Umar, 2000).

Reliability testing using Cronbach's Alpha shows that all variables meet the reliability criteria ($\alpha > 0.60$). Transformational leadership has a reliability coefficient of 0.899, work discipline 0.827, work conflict 0.837, and organizational performance 0.932. These values indicate a high level of internal consistency, confirming that the instrument is reliable (Sugiyono, 2008).

4.4. Descriptive Analysis

Descriptive statistics show that transformational leadership has a mean score of 50.86, indicating a generally positive perception among respondents. Work discipline has a mean of 53.04, suggesting a high level of discipline within the organization. Work conflict has a mean score of 36.69, indicating a moderate level of conflict, while organizational performance has a mean of 43.31, reflecting relatively good performance.

The distribution of responses across all variables is dominated by "agree" responses, indicating that respondents generally perceive leadership, discipline, conflict management, and performance positively. The proximity between mean and median values suggests that the data are normally distributed, supporting further parametric analysis (Sudjana, 2002). The findings indicate that transformational leadership is positively perceived and plays an important role in shaping organizational performance. Leaders who are able to inspire, motivate, and support their subordinates contribute to improved work outcomes. This result is consistent with leadership theory, which emphasizes the importance of influence and motivation in achieving organizational goals.

Work discipline is also found to be relatively high among personnel, reflecting strong adherence to rules and organizational standards. Discipline contributes to consistency in task execution and supports operational effectiveness. However, discipline alone may not be sufficient without strong leadership and effective communication.

Work conflict is present at a moderate level, primarily arising from communication issues, structural complexity, and individual differences. While conflict is often viewed negatively, the findings suggest that it does not necessarily hinder performance. When managed properly, conflict can contribute to better decision-making and improved organizational dynamics, consistent with the perspective that conflict can have functional outcomes (Robbins, 2006).

Overall, the combination of transformational leadership, work discipline, and work conflict provides a comprehensive explanation of organizational performance. These findings align with the quantitative model used in this study, where multiple regression analysis is applied to examine both partial and simultaneous effects of the independent variables on organizational performance.

The results support the hypothesis that leadership and discipline play critical roles in enhancing performance, while conflict, when effectively managed, can also contribute positively. Therefore, organizations should focus on strengthening leadership capabilities, maintaining discipline, and managing conflict constructively to improve overall performance.

4.5. Classical Assumption Testing

Prior to hypothesis testing, classical assumption tests were conducted to ensure that the regression model satisfies the Best Linear Unbiased Estimator (BLUE) criteria.

Normality testing evaluates whether the data follow a normal distribution, which is a key assumption in parametric analysis. Conceptually, normality can be assessed by comparing empirical data with theoretical normal distribution:

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

where O_i represents observed frequency and E_i represents expected frequency (Sudjana, 2002). The histogram result shows a bell-shaped curve, indicating normal distribution.

Multicollinearity testing is conducted using tolerance and Variance Inflation Factor (VIF):

$$VIF = 1 / (1 - R^2)$$

A model is considered free from multicollinearity if tolerance > 0.10 and VIF < 10 (Ghozali, 2005). The results confirm that all variables meet these criteria.

Heteroskedasticity testing examines whether residual variance is constant. This is evaluated visually using scatterplot analysis. A random distribution of residuals indicates homoskedasticity, meaning the model satisfies this assumption.

4.6. Effect of Transformational Leadership on Organizational Performance

Simple linear regression is used to test the partial effect:

$$\hat{Y} = a + bX_1 + e$$

The estimated regression equation is:

$$Y = 14.320 + 0.570X_1$$

The t-test is used to evaluate statistical significance:

$$t = r\sqrt{(n-2)} / \sqrt{(1-r^2)}$$

The result shows $t = 8.076 > 1.9825$ and $p < 0.05$, indicating a significant positive effect.

The correlation coefficient is calculated using Pearson's formula:

$$r = [n\sum XY - (\sum X)(\sum Y)] / \sqrt{\{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]\}}$$

The coefficient of determination is:

$$R^2 = 0.381$$

This means 38.1% of organizational performance is explained by transformational leadership.

4.7. Effect of Work Discipline on Organizational Performance

The regression model is expressed as:

$$Y = 9.781 + 0.632X_2$$

The t-test result shows $t = 7.077 > 1.9825$ with $p < 0.05$, indicating a significant effect.

The coefficient of determination:

$$R^2 = 0.321$$

This indicates that 32.1% of performance variation is explained by work discipline.

4.8. Effect of Work Conflict on Organizational Performance

The regression equation is:

$$Y = 40.294 + 0.082X_3$$

The t-test result shows:

$$t = 1.076 < 1.9825 \text{ and } p > 0.05$$

Thus, the effect is not statistically significant.

The coefficient of determination:

$$R^2 = 0.011$$

This indicates a very weak explanatory power (1.1%).

4.9. Simultaneous Effect of All Variables on Organizational Performance

Multiple linear regression is formulated as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

The estimated model is:

$$Y = 5.493 + 0.386X_1 + 0.302X_2 + 0.059X_3$$

The F-test is used to evaluate the model simultaneously:

$$F = (R^2 / (k - 1)) / ((1 - R^2) / (n - k))$$

The result shows:

$$F = 25.004 > 2.6919 \text{ with } p < 0.05$$

This indicates that all independent variables jointly have a significant effect on organizational performance.

The coefficient of determination:

$$R^2 = 0.419$$

This means 41.9% of organizational performance is explained by the model, while the remaining 58.1% is influenced by other variables.

4.10. Discussion

The results confirm that transformational leadership and work discipline are significant predictors of organizational performance, while work conflict does not significantly affect performance. From a statistical perspective, the regression coefficients (b_1 , b_2 , b_3) indicate the magnitude of influence of each variable, while the significance tests (t and F) confirm the validity of the relationships. The relatively high R^2 value suggests that the model has adequate explanatory power. These findings reinforce the importance of leadership and discipline as key determinants of performance, while conflict plays a limited role within this organizational context.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

This study examines the influence of transformational leadership, work discipline, and work conflict on organizational performance at Subbagpamkol Yanma Polri. Based on the results of data analysis and hypothesis testing, several conclusions can be drawn.

Transformational leadership has a positive and significant effect on organizational performance. The findings indicate that leaders who are able to inspire, motivate, and guide their subordinates contribute significantly to improving performance outcomes. This confirms that leadership plays a central role in enhancing organizational effectiveness.

Work discipline also has a positive and significant effect on organizational performance. Employees who demonstrate high levels of discipline, adherence to rules, and commitment to organizational goals tend to perform better. This highlights the importance of maintaining consistent discipline as a foundation for organizational success.

Work conflict shows a positive but not statistically significant effect on organizational performance. This suggests that conflict within the organization does not have a strong direct impact on performance. It is possible that conflict is well-managed or remains at a functional level that does not disrupt organizational activities.

Simultaneously, transformational leadership, work discipline, and work conflict have a significant effect on organizational performance. This indicates that the combination of these variables provides a comprehensive explanation of performance outcomes, with leadership and discipline acting as dominant factors.

Overall, the findings support the proposed research model and confirm that improving leadership quality and maintaining discipline are key strategies for enhancing organizational performance.

5.2. Recommendations

Based on the findings of this study, several practical recommendations can be proposed. Subbagpamkol Yanma Polri is encouraged to strengthen transformational leadership practices by providing leadership training programs and developing role models among leaders. This will help ensure that transformational leadership is consistently implemented across all levels of the organization.

Work discipline should be maintained and continuously improved through consistent enforcement of rules and fair treatment of all personnel. Discipline policies should be applied equally regardless of rank or tenure to ensure organizational integrity and performance stability.

Although work conflict is not found to be significant, it should still be managed effectively to prevent potential negative impacts. Maintaining open communication and fostering a collaborative work environment can help ensure that conflict remains constructive rather than disruptive.

Future research is recommended to examine similar variables in different organizational contexts to validate and extend these findings. Additional variables may also be included to provide a more comprehensive understanding of factors influencing organizational performance.

Ethical Approval

Not Applicable

Informed Consent

Not Applicable

Author Contributions

Not Applicable

Disclosure Statement

The authors declare that there is no conflict of interest related to this research.

Data Availability Statement

Not Applicable

Funding

No external funding

Notes on Contributors

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