**The Influence of Transformational Leadership and Organizational Culture on The Performance and Motivation of Aceh Brimob Personnel**

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| **KEYWORDS** | **ABSTRACT** |
| transformational leadership; organizational culture; personnel performance, work motivation; personnel loyaltydetermining | This research aims to investigate the influence of transformational leadership on personnel performance and work motivation, the impact of transformational organizational culture on personnel performance and work motivation, the influence of transformational leadership on personnel loyalty, the influence of organizational culture on personnel loyalty, the relationship between personnel performance and personnel loyalty, and the relationship between work motivation and personnel loyalty. The research also aims to explore the influence of transformational leadership on personnel loyalty through personnel performance and work motivation, as well as the influence of organizational culture on personnel loyalty through personnel performance and work motivation in the Brimob Unit of the Aceh Regional Police. The research was conducted at the Brimob Unit of the Aceh Regional Police with a sample of 300 respondents selected using purposive random sampling technique. The research findings indicate that there is a significant influence of transformational leadership and organizational culture on personnel performance and work motivation. Furthermore, there is a significant influence of transformational leadership and organizational culture on personnel loyalty. Additionally, intrinsic work motivation and work motivation have a significant influence on personnel loyalty. There is a direct influence of transformational leadership on personnel loyalty through work motivation, as well as an indirect influence of transformational leadership on personnel loyalty through personnel performance. Similarly, there is a direct influence of organizational culture on personnel loyalty through personnel performance, and an indirect influence of organizational culture on personnel loyalty through work motivation. |
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**Introduction**

Loyalty of Brimob members, or the Mobile Brigade of the Indonesian National Police, refers to the level of dedication and commitment of its members to their duties and the organization. Brimob is a specialized police unit responsible for handling high-mobility operational activities, including counterterrorism, riot control, counterinsurgency, and other serious crimes (Lasrado & Kassem, 2021).

The loyalty of Brimob members is crucial because they often face dangerous and demanding situations that require a strong and cohesive team to successfully complete their tasks. It is important to note that loyalty must be based on proper ethics and the law. Excessive or blind loyalty to the organization should not justify legal violations or abuse of power. Brimob member loyalty must align with the principles of the rule of law and uphold human rights and justice (Rizki, Parashakti, & Saragih, 2019).

The Indonesian National Police is an organization directly accountable to the President. Its legal basis as an organization is stated in Law Number 2 of 2002, which defines its functions in maintaining public security and order, law enforcement, protection, assistance, and services to the community (Hartnell & Walumbwa, 2011).

The Indonesian National Police, as a law enforcement agency, must be able to gain the trust of the public in creating a sense of security and the prevention of crime while facilitating economic development. Efforts by the police to increase public trust have not been optimal due to the presence of individuals who damage the image of the police organization. As a result, public trust in the police has been declining, which affects the law enforcement process in Indonesia (Bass & Avolio, 1993).

The decline in public trust has serious implications, and actions must be taken against individuals who tarnish the image of the police. According to political and police observer Muradi Clark (2014), misconduct by police officers in their roles as law enforcers and security agencies can be classified into eight types: (1) illegal fees; (2) extortion; (3) brokering; (4) manipulation; (5) collusion; (6) corruption; (7) abuse of evidence; and (8) embezzlement (Aydogdu & Asikgil, 2011).

Strategic steps to regain public trust are undertaken by all functions within the Indonesian National Police, including the Brimob Corps at the central level and Brimob units at the regional level. They assist regional police in maintaining a conducive security situation, allowing for development without fear. The Brimob Corps is tasked with addressing high-intensity security disturbances and other duties within the scope of the Indonesian National Police's primary tasks (Rijal, 2016).

Human resource development within the police must be conducted objectively, prioritizing morals and superior intelligence, aligned with the competencies needed by the organization. Organizational culture should be objective and should not promote nepotism, as it can lead to a decline in motivation and performance of other personnel in the long run. HR development processes should be carried out effectively and efficiently from service entry to retirement (Arifiani, Sudiro, & Indrawati, 2020).

The Brimob Corps is a significant component of the police, trained to handle demonstrations, bomb defusal, handling of Chemical, Biological, Radiological, and Nuclear (CBRN) incidents, counterterrorism, Search and Rescue (SAR), guerrilla operations, and the suppression of separatist groups in law enforcement efforts (Aldrin & Yunanto, 2019).

The presence of leaders in the Brimob unit is determined by central command policy, specifically the Unit Commanders. Therefore, the process of appointment to the position of leader at the lower level is not conducted according to regulations. This results in leaders at lower levels lacking the necessary skills and managerial abilities, which affects the achievement of the organization's vision and mission. Leadership styles can include charismatic leadership, authoritarian leadership, democratic leadership, delegative leadership, transformational leadership, visionary leadership, liberal leadership, coaching leadership, situational leadership, transactional leadership, and team leadership (Veiseh, Mohammadi, Pirzadian, & Sharafi, 2014).

Based on the current phenomenon, leaders in the Brimob unit have not been able to increase the loyalty and commitment of members to the organization in the Aceh Brimob unit. This is evidenced by indicators such as personnel requesting transfers to the Public Order Police Unit, disciplinary violations including criminal acts and desertion, and high organizational demands. The author conducted a pre-survey of leadership styles by leaders in the Brimob unit of the Aceh Regional Police. The survey involved 30 respondents, including 10 personnel from the staff of Makosat, 15 personnel from the battalions, and 5 personnel from the Gegana Detachment, as explained in Table 1.:

**Table 1 Pre Survey Leadership**

| No. | Question | Answer Options | | | | | Average |
| --- | --- | --- | --- | --- | --- | --- | --- |
| STS | TS | KS | S | SS |
| 1. | Members feel proud of the leadership | 0 | 6 | 6 | 12 | 6 | 3,60 |
| 2. | Provide teaching and training | 0 | 6 | 8 | 10 | 6 | 3,53 |
| 3. | Consider moral and ethical consequences | 0 | 11 | 11 | 6 | 2 | 2,97 |
| 4. | Have needs, abilities and aspirations | 0 | 7 | 9 | 14 | 0 | 3,23 |
| 5. | Listening to members' concerns | 0 | 5 | 9 | 12 | 4 | 3,50 |
| 6. | Encourage members to do something | 0 | 4 | 13 | 9 | 4 | 3,43 |
| Average | | | | | | | 3,38 |

Source: Survey Results, (2023)

Based on Table 1 Above it can be explained that the leadership variable in the Aceh Police Brimob Unit is still relatively poor, this can be seen from the average value of 3.38 on the Likert scale unit, which indicates that the leadership of the Aceh Police Brimob Unit is still relatively low. This low leadership can be caused by a leadership style that is implemented inappropriately because the leadership style that applies to one organization is not necessarily suitable to be applied to other organizations, so the author in this study will choose a transformational style to be implemented in the Aceh Police Brimob unit in an effort to increase motivation and performance as well as voluntary loyalty of personnel (Muchtar & Qamariah, 2014).

In addition to leadership factors in the organization, the influence of culture in the organization is another important thing on motivation and performance improvement, to measure how much influence it has in achieving the vision and mission of the organization (Putra & Dewi, 2019). The author conducted an initial survey of 30 respondents belonging to the Aceh Police Brigade, as described in table 1 below:

**Table 2 Pre Survey of Organizational Culture**

| No. | Question | Answer Options | | | | | Average |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ST | TS | KS | S | SS |
| 1. | Competitive according to its function | 0 | 3 | 8 | 11 | 8 | 3,80 |
| 2. | Work Standards | 0 | 8 | 7 | 10 | 5 | 3,40 |
| 3. | Responsibility | 0 | 5 | 9 | 7 | 9 | 3,67 |
| 4. | Appreciation | 0 | 2 | 10 | 15 | 3 | 3,63 |
| 5. | Leadership support | 0 | 2 | 10 | 16 | 2 | 3,60 |
| Average | | | | | | | 3,62 |

Sumber: Hasil Survey, (2023)

Based on Table 2 Above it can be explained that the organizational culture variable in the Aceh Police Brimob Unit is good, this can be seen from the average value of 3.62 on the Likert scale unit, which indicates that the organizational culture in the Aceh Police Brimob Unit is good, but there are still indicators that have the same value of 3.40, namely for work standard indicators that have been set by the leadership.

With the burden of duty of Aceh Police Brimob SatBrimob Personnel who must be ready to task at any time covering the entire Republic of Indonesia (Brimob Nusantara), high work motivation is needed to be able to support the smooth and successful tasks mandated by the state, so that the risk demands of threats to the duties of Brimob Personnel are very high compared to other members of the National Police (Xenikou & Simosi, 2006). According to the author's observation, the level of motivation of Aceh Police Brimob personnel did not show an increase as expected by the organization. Low work motivation is measured from the indicator of the number of mutation applications submitted by personnel. Based on empirical data from the Aceh Police Brimob Unit from 2018 to 2022, personnel mutation submissions, as described in Table 1.3. next:

**Table 3 Mutation Data of SATBRIMOB Personnel for the Last 5 Years**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Satker | Year | | | | |
| 2018 | 2019 | 2020 | 2021 | 2022 |
| SATBRIMOB | 71 Pers | 28 Pers | 37 Pers | 44 Pers | 85 Pers |
| Total | 265 Pers | | | | |

Source: Aceh Police Brimob Unit, (2023).

Based on Table 3 above, it can be explained that the high number of personnel requesting transfers to the Public Order Police Unit may be due to perceived inequalities (gaps) in carrying out their duties and functions as Brimob personnel in the Brimob Unit of the Aceh Regional Police. This also implies that the loyalty of personnel can be considered low (Al-Shibami et al., 2019).

Based on the background outlined above, the research problems can be identified as follows: Is transformational leadership and organizational culture, performance, and motivation of personnel, as well as loyalty of personnel in the Brimob Unit of the Aceh Regional Police, adequate? Does transformational leadership have an influence on the performance of members of the Brimob Unit of the Aceh Regional Police? Does transformational leadership have an influence on the work motivation of members of the Brimob Unit of the Aceh Regional Police? Does organizational culture have an influence on the performance of members of the Brimob Unit of the Aceh Regional Police? Does organizational culture have an influence on the motivation of members of the Brimob Unit of the Aceh Regional Police? Does transformational leadership have an influence on the loyalty of members of the Brimob Unit of the Aceh Regional Police? Does organizational culture have an influence on the loyalty of members of the Brimob Unit of the Aceh Regional Police? Does the performance of members have an influence on the loyalty of members of the Brimob Unit of the Aceh Regional Police? Does the motivation of members have an influence on the loyalty of members of the Brimob Unit of the Aceh Regional Police? Does transformational leadership indirectly influence the loyalty of members through the performance of members of the Brimob Unit of the Aceh Regional Police? Does transformational leadership indirectly influence the loyalty of members through the work motivation of members of the Brimob Unit of the Aceh Regional Police? Does organizational culture indirectly influence the loyalty of members through the performance of members of the Brimob Unit of the Aceh Regional Police? Does organizational culture indirectly influence the loyalty of members through the work motivation of members of the Brimob Unit of the Aceh Regional Police?

The research objectives are as follows: To determine the current condition of transformational leadership, organizational culture, performance, motivation, and loyalty of personnel in the Brimob Unit of the Aceh Regional Police. To test and analyze the influence of transformational leadership on the performance of personnel in the Brimob Unit of the Aceh Regional Police. To test and analyze the influence of transformational leadership on the work motivation of members of the Brimob Unit of the Aceh Regional Police. To test and analyze the influence of organizational culture on the performance of members of the Brimob Unit of the Aceh Regional Police. To test and analyze the influence of organizational culture on the motivation of members of the Brimob Unit of the Aceh Regional Police. To test and analyze the influence of transformational leadership on the loyalty of members of the Brimob Unit of the Aceh Regional Police. To test and analyze the influence of organizational culture on the loyalty of members of the Brimob Unit of the Aceh Regional Police (Arifiani et al., 2020). To test and analyze the influence of the performance of members on the loyalty of members of the Brimob Unit of the Aceh Regional Police. To test and analyze the influence of the motivation of members on the loyalty of members of the Brimob Unit of the Aceh Regional Police. To test and analyze the indirect influence of transformational leadership on loyalty through the performance of members in the Brimob Unit of the Aceh Regional Police. To test and analyze the indirect influence of transformational leadership on loyalty through the work motivation of members in the Brimob Unit of the Aceh Regional Police. To test and analyze the indirect influence of organizational culture on loyalty through the performance of members in the Brimob Unit of the Aceh Regional Police. To test and analyze the indirect influence of organizational culture on loyalty through the work motivation of members in the Brimob Unit of the Aceh Regional Police (Tobing & Syaiful, 2018).

Considering the various issues occurring in the Brimob Unit of the Aceh Regional Police, the author is interested in conducting comprehensive research in the form of a thesis titled " The Influence of Transformational Leadership and Organizational Culture on The Performance and Motivation of Aceh Brimob Personnel."

**Research Methods**

The research was conducted at the Mobile Brigade Unit (Brimob) of the Aceh Regional Police. The research focused on transformational leadership, organizational culture, personnel performance, work motivation, and personnel loyalty within the Brimob unit. The population of this study consisted of 1,200 personnel within the Brimob unit of the Aceh Regional Police. A sample of 300 personnel was selected using purposive random sampling. The sampling technique used cluster sampling for all work units within the Brimob unit. The sample size was calculated using the Slovin formula. Data collection involved the use of personal questionnaires distributed to respondents. Respondents were asked to choose one of the provided answer alternatives.

The Likert scale was used to quantify responses, with values ranging from 1 to 5, representing different degrees of agreement or disagreement. The variables were operationalized as follows: Exogenous Variable: Transformational Leadership (X1) Organizational Culture (X2). Endogenous Variables: Personnel Performance (Y1) Work Motivation (Y2). Intervening Variable: Personnel Loyalty (Z). Operational definitions and indicators were provided for each variable to clarify the concepts being studied. For example, Transformational Leadership was defined as a leadership style in which leaders evaluate the abilities and potential of subordinates, provide training, consider moral and ethical consequences, listen to employee concerns, and encourage employees to take initiative.

Validity and reliability testing were conducted to ensure the quality of the data collected. Pearson product-moment correlation coefficient (Pearson's r) was used to assess validity statistically. Statements were considered valid if they had a significance level below 5%. Reliability was assessed using Cronbach's Alpha coefficient. An instrument was considered reliable if it had an alpha value greater than 0.50.

The research method aims to investigate the relationships between transformational leadership, organizational culture, personnel performance, work motivation, and personnel loyalty within the Brimob unit of the Aceh Regional Police. Data collection was conducted through questionnaires, and the validity and reliability of the instruments were assessed to ensure the quality of the data.

**Results and Discussions**

Anggraini said that in a competitive market structure, where there are a large number of business actors doing business in the market, and there are no barriers for business actors to enter the market, it makes every business actor in the market unable to control prices. according to their wishes, they only accept prices determined by the market and will try to produce optimally in order to achieve an efficient level of production. However, on the regulations that are often distorted by cartel actors

**Conclusion**

Based on the results of research and discussion described in the previous chapter, several conclusions can be drawn as follows:

Transformational leadership, organizational culture, work motivation and loyalty of members of the Aceh Police Brimob Unit have not run well, so that implementing transformational leadership at all levels of leadership can have an influence on performance and motivation so that it affects the increase in loyalty of members of the Aceh Police Brimob Unit.

There is an influence of transformational leadership on the performance of members of the Aceh Police Brimob Unit.

There is an influence of transformational leadership on the work motivation of members of the Aceh Police Brimob Unit.

There is an influence of organizational culture on the performance of members of the Aceh Police Brimob Unit

There is an influence of organizational culture on the motivation of members of the Aceh Police Brimob Unit.

Then the results of the study also proved that there was a transformational leadership influence on the loyalty of members of the Aceh Police Brimob Unit.

Organizational culture influences the loyalty of members of the Aceh Police Brimob Unit.

There is an influence on member performance on the loyalty of members of the Aceh Police Brimob Unit.

There is an influence of member motivation on the loyalty of members of the Aceh Police Brimob Unit.

There is an indirect influence of transformational leadership on member loyalty through the performance of members of the Aceh Police Brimob Unit.

There is an indirect influence of organizational culture on member loyalty through the work motivation of members of the Aceh Police Brimob Unit.

There is an indirect influence of organizational culture on member loyalty through the performance of members of the Aceh Police Brimob Unit.

There is an indirect influence of organizational culture on member loyalty through the work motivation of members of the Aceh Police Brimob Unit.

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