

# The Influence of Transformational Leadership and Leader-Member Exchange (LMX) on the Performance of the Indonesian National Police at the Bengkulu Regional Police

Original Article

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## Abstract

The performance of the Indonesian National Police still faces challenges in the form of declining public trust, leadership issues, and disparities in the quality of working relationships between leaders and members, which have an impact on organizational performance and the quality of public services. The present research is designed to elucidate the nature of the relationships, both collective and individual, between specified leadership variables namely transformational leadership and Leader-Member Exchange (LMX) and the performance of personnel at the Bengkulu Regional Police (Polda Bengkulu). A quantitative paradigm is adopted, utilizing Multiple Linear Regression Analysis as the primary statistical technique to model and quantify these influences. SPSS output results, such as significance values (Sig.) and t-test or F-test values, are interpreted to draw conclusions about whether training and career development significantly influence the job satisfaction of police officers. Utilizing a simple random sampling method, 438 officers from the Bengkulu Regional Police were surveyed. A 7-point Likert scale questionnaire, disseminated via social media, served as the data collection instrument. Following validity and reliability testing to confirm the measurement tools' accuracy and consistency, a t-test was conducted to evaluate partial hypotheses. The analysis revealed significant positive relationships, indicating that both transformational leadership and LMX are positively associated with police performance within this force. Strengthening transformational leadership and the quality of LMX relationships, supported by optimized internal management and digital transformation of services, are strategic factors in improving police personnel performance while strengthening public trust in the institution.

**Keywords:** Bengkulu Regional Police, Leader-Member Exchange (LMX), Police Performance, Transformational Leadership.

## 1. Introduction

The phenomenon of Indonesian National Police (POLRI) performance includes positive aspects such as increasing public satisfaction and crime control, but also faces serious challenges such as declining public trust due to cases of individuals, potential conflicts of interest due to personnel placement, and complaints regarding slow service responses. To improve performance, Indonesian National Police need to continue to improve through capacity building, operational optimization, supervision, and faster and more humane service improvements. Several surveys show a high level of public satisfaction with Indonesian National Police's performance, for example in handling drugs, thuggery, and online gambling. Indonesian National Police is considered successful in controlling crime and stabilizing



national security, even being ranked the third best in the world performance according to some observers. Indonesian National Police continue to innovate by developing digital systems such as E-TLE and CCTV to increase the effectiveness of enforcement of traffic violations. According to Asgari et al. (2008), public trust is declining due to cases involving members of the police, such as allegations of wrongful arrests and violence, which have a negative impact on the institution's image. The placement of Indonesian National Police personnel in civilian agencies creates the potential for conflicts of interest and can interfere with Indonesian National Police's independence. Complaints persist regarding the slow response of the Indonesian National Police to public complaints, which must be addressed immediately to improve faster and more accurate service delivery.

Indonesian National Police performance issues include leadership issues and political interference, inadequate member performance (especially at the regional level), violations such as extortion and abuse of authority, and an internal culture that lacks moral independence and transparency. Furthermore, several cases highlight unprofessionalism and a lack of public trust in law enforcement. Internal Indonesian National Police data shows that many members are underperforming, especially at the regional level. Approximately 67% of the 4,340 existing police chiefs are considered underperforming. Issues such as extortion and extortion remain a problem. Excessive use of force and abuse of authority are also highlighted. According to Waglay et al. (2020), a culture of patronage and uncritical hierarchical obedience are considered to make it difficult to resolve ethical violations. Cases such as alleged wrongful arrests, inconsistent eradication of online gambling, and extortion of foreign tourists erode public trust.

According to Intana (2023), the problems of transformational leadership in the Indonesian National Police include the potential for neglecting routine operational details due to excessive focus on vision and motivation, as well as challenges in adaptation due to unstable and changing leadership styles. In addition, there are problems related to the performance of Indonesian National Police educators that can be affected by this leadership style, organizational culture, and competence, although transformational leadership generally contributes positively to performance. According to Hariyasasti and Purwanto (2025), Transformational leaders tend to focus on motivation and long-term vision, thus potentially neglecting crucial operational tasks and daily details. Frequent leadership rotation in the Indonesian National Police can hinder the sustainability of the long-term implementation of transformational leadership. The performance of Indonesian National Police educators can be affected by this leadership style, which is also influenced by organizational culture and the competence of the educators themselves.

The main problem in Leader Member Exchange (LMX) or leader-member exchange relationships in the Indonesian National Police environment is rooted in the potential for unequal treatment between members of the "in-group" and "out-group". Leaders naturally tend to form better relationships, based on trust and support, with a small group of subordinates (the "in-group"). These "in-group" members typically receive more attention, responsibility, and resources. In contrast, "out-group" members receive more formal interactions, minimal emotional or instrumental support, and lack of trust from superiors. This can lead to: Low LMX quality negatively impacting member performance and commitment. Lack of attention and support from superiors can reduce job satisfaction of Indonesian National Police personnel. According to Hasib et al. (2020), strained or formal relationships hinder effective communication, which is crucial in law enforcement organizations that require close coordination. Members have mutual expectations in their

service; if these expectations are not met due to unequal treatment, it can undermine loyalty and motivation.

According to Hariyasasti (2025), Leader-Member Exchange (LMX) in the Indonesian National Police is defined by the individualized relationship quality between a superior and a subordinate. Operating within a strict hierarchy, this dyadic dynamic is not uniform across all personnel but is uniquely developed for each member. This relational quality serves as a key driver for essential organizational outcomes, including performance, job satisfaction, and commitment. According to Waglay et al. (2020), within the Indonesian National Police environment, this is manifested in the formation of two main groups: Members who have high-quality relationships with superiors, characterized by high trust, frequent interactions, mutual support, and additional responsibilities. Members who have more formal relationships with superiors, interactions limited to job descriptions and formal work contracts, and a lack of trust or emotional support.

In the context of digital transformation and the development of technology-based service ecosystems, improvements in the performance of the Indonesian National Police must also be understood through the framework of a digital public service ecosystem and data-driven institutional governance, whereby digital transformation can improve service efficiency, information transparency, and the quality of interaction between public institutions and the community (Yuris & Sudiro, 2023). In the context of digital transformation and the development of technology-based service ecosystems, improvements in the performance of the Indonesian National Police must also be understood through the framework of a digital public service ecosystem and data-driven institutional governance, whereby digital transformation can improve service efficiency, information transparency, and the quality of interaction between public institutions and the community (Al-Mamary et al., 2025). In the context of digital transformation and the development of technology-based service ecosystems, improvements in the performance of the Indonesian National Police must also be understood through the framework of a digital public service ecosystem and data-driven institutional governance, whereby digital transformation can improve service efficiency, information transparency, and the quality of interaction between public institutions and the community (Susniwati et al., 2025). Meanwhile, from a management insight perspective, the success of public organization digital transformation is greatly influenced by digital leadership readiness, digital human resource competencies, and the integration of organizational information technology systems capable of supporting technology-based performance management systems and data-based internal oversight (Wihana et al., 2025). The integration of digital governance, competency-based digital human resource management, and the utilization of Industry 4.0 technologies such as IoT, AI, and machine learning are strategic factors in improving the performance of public organizations and maintaining public trust in the digital economy era (Engkus, 2025; Virnandes et al., 2024).

Based on the performance conditions and challenges described above, this study aims to analyze the factors that influence the performance of the Indonesian National Police, particularly in relation to leadership, organizational culture, and the quality of Leader-Member Exchange (LMX) relationships, and their impact on public trust, organizational effectiveness, and the quality of public services. From a marketing insight perspective, the Indonesian National Police needs to strengthen its institutional image management as part of public sector branding through transparent public communication strategies, the use of digital media, and consistent reporting of performance achievements to build and maintain public trust. This approach is important to ensure that public perceptions of the Indonesian National Police are in line with internal performance improvement efforts. Meanwhile, from a

management insight perspective, improving Polri's performance requires strengthening a merit-based performance management system, optimizing human resource placement, enhancing internal oversight functions, and developing leadership that can balance strategic vision with day-to-day operational oversight. Effective integration between leadership, organizational systems, and human resource capacity is key to creating sustainable institutional performance and professional and accountable public services.

## 2. Literature Review

### 2.1. Transformational Leadership

According to Sa'adah and Rijanti (2022), transformational leadership is a type of leadership that aims to inspire and motivate team members to reach their full potential by fostering a common vision, showing personal concern, and promoting creativity. According to Wang et al. (2005), transformational leaders act as mentors, set high standards, and strive to create long-term positive change throughout the organization. Leaders articulate an inspiring vision for the organization's future and help members see how their contributions contribute. They encourage and encourage the team to exceed their expectations by modeling positivity and optimism. They encourage team members to think creatively, solve problems from new perspectives, and propose innovative ideas. They consider the needs, potential, and development of each individual as a valuable asset, not just as a task executor. They serve as ethical and trustworthy role models, building confidence and commitment within the team. According to Sulhan (2023), transformational leadership in the Indonesian National Police is a leadership style focused on inspiring, empowering, and developing its members to achieve their highest potential for the advancement of the organization and driving positive change.

The characteristics include visionary, character (competent, integrity), communicative, transparent, accountable, and inspiring, who dare to learn from past mistakes to prepare a better future. According to Sulhan (2023), the main characteristics of transformational leadership in the Indonesian National Police include having a clear vision and the ability to effectively communicate that vision to personnel. Demonstrate competence, integrity, commitment, consequences, and can be excelled. Able to motivate and inspire members to achieve higher goals. Encourage members to think creatively and innovatively in solving problems. Transformational leaders motivate their team members to go above and beyond, pushing them to achieve great things and strive for greatness. This leadership approach focuses not only on immediate outcomes, but also on the overall growth and progress of both individuals and the entire organization. According to Sunarsi et al. (2020), Transformational leaders encourage positive change by providing inspiration, influencing with strong morals, and giving authority to team members. Transformational leaders are able to change their followers' awareness of a problem, help them see old problems in new ways, and inspire them to try harder to achieve organizational goals.

### 2.2. Leader-Member Exchange (LMX)

Referring to Khiong (2023), Leader-Member Exchange (LMX) is a leadership theory that states that leaders form different quality relationships with each member of their team, rather than treating everyone uniformly. These relationships are divided into two main types: in-group (high-quality relationships with high trust and support) and out-group (low-quality relationships that are more transactional and formal). This theory emphasizes that the quality of these relationships affects employee performance, satisfaction, and commitment. Leaders form unique relationships with each team member, which can be high-quality (in-group) or

low-quality (out-group) relationships. LMX relationships develop through three stages: testing and assessment, developing trust, and finally a strong emotional bond. LMX relationships are built on affection, respect, loyalty, and reciprocal contributions. According to Shiva & Suar (2010), the quality of LMX relationships affects employee performance, job satisfaction, organizational commitment, and other behaviors. Strong LMX relationships can increase productivity, while weak relationships can lead to inequity and conflict. Members in this group tend to have closer relationships, receive more support, trust, and opportunities from the leader, and have a high sense of responsibility.

Members in this group have a more formal and transactional relationship with the leader, with lower levels of trust and support. According to Purwanto et al. (2022), leaders can build better LMX relationships through effective communication and empowerment of team members. Strategies such as transformational leadership, conditional rewards, and having positive expectations for followers can foster high-quality LMX. Leader Member Exchange (LMX) is a leadership theory that focuses on the unique and reciprocal relationship between the leader and each subordinate. This theory assumes that the relationship between the leader and members can vary, with different qualities (often divided into in-group and out-group) that impact employee satisfaction, performance, and work commitment. According to Pitoyo & Sawitri (2017), high-quality relationships are usually based on mutual respect, trust, and obligation, while low-quality relationships tend to be more formal and transactional.

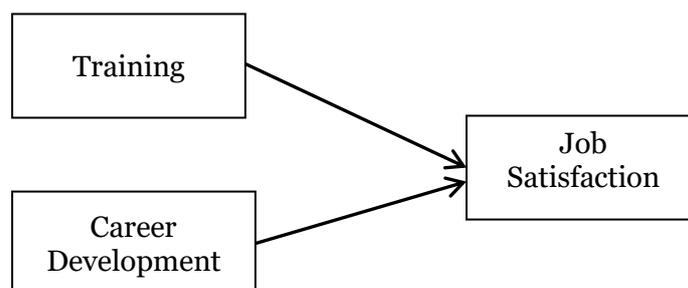
### 2.3. Performance

Based on Khiong (2023), performance refers to the outcomes produced by a person or a team while fulfilling their obligations and roles within a certain timeframe. It is evaluated based on how well they meet the goals of the organization in terms of quality, quantity, and efficiency. There are different perspectives from experts when it comes to defining performance. According to Jufrizen et al. (2024), performance refers to the outcomes of an individual's efforts in fulfilling their assigned responsibilities, considering both the quality and quantity. It encompasses the quality of work, the amount of work completed, the time spent working, and the collaboration involved in reaching organizational objectives. From an organizational perspective, performance constitutes the results and work behaviors of individuals or teams, achieved through the exercise of their authority and responsibilities, contributing directly to strategic goals. It serves as a metric for the success of initiatives in actualizing the organization's mission. Regarding the Indonesian National Police, expert definitions converge on performance as the effective execution of core legal duties, encompassing law enforcement, security maintenance, and public service and protection.

According to Pitoyo & Sawitri (2017), in evaluating the Indonesian National Police, the focus is on its efficiency in upholding security, public order, and community well-being as a governmental body dedicated to these responsibilities. In general, performance is the result of the work of an individual or organization as a whole, which must be demonstrated concretely and measurably, compared to predetermined standards. In the context of the Indonesian National Police, performance is measured based on the operational standards and objectives stipulated in Law Number 2 of 2002. This legal expert suggests two models in the criminal justice system: the due process model and the crime control model. Indonesian National Police performance will be assessed differently depending on which paradigm is used. The due process model emphasizes fair legal procedures, while the crime control model emphasizes efficient crime prevention. Many academic studies measure Indonesian National Police performance based on indicators such as quality, quantity, timeliness, effectiveness, and commitment in carrying out duties. Furthermore, internal factors such as leadership, discipline, motivation, competence, and integrity of members are also considered to

significantly influence the institution's overall performance. In short, the performance of the Indonesian National Police is a concrete manifestation of the institution's ability to achieve domestic security, uphold the rule of law, and provide optimal service to the public, as measured by the extent to which these objectives are achieved according to established standards.

The conceptual framework of this study was developed to explain the relationship between the research variables as shown in Figure 1 Research Model. The model illustrates the structural relationship between independent variables that influence dependent variables in the context of police organizational performance.



**Figure 1. Research Model**

Based on figure 1, the research hypotheses are proposed as follows:

- H1:** Transformational Leadership has a positive relationship with the performance of Indonesian National Police (POLRI) members at the Bengkulu Regional Police (Polda Bengkulu)
- H2:** Leader-Member Exchange (LMX) has a positive relationship with the performance of Indonesian National Police (POLRI) members at the Bengkulu Regional Police (Polda Bengkulu)

### 3. Methods

This study uses a quantitative approach with the Multiple Linear Regression Analysis method, which aims to test and analyze the magnitude of the influence of independent variables on dependent variables, both simultaneously and partially. This method is used to determine the extent to which training and career development variables affect the job satisfaction of members of the Indonesian National Police. Data analysis was performed using SPSS statistical software by interpreting the output in the form of significance values (Sig.), as well as the results of partial tests (t-tests) and simultaneous tests (F-tests) to determine whether training and career development variables have a significant effect on the job satisfaction of Polri members.

The population in this study was members of the Indonesian National Police in the Bengkulu Regional Police (Polda Bengkulu). The sampling technique used simple random sampling, so that each member of the population had the same chance of becoming a research respondent. The number of samples used in this study was 438 Polri respondents in Polda Bengkulu.

Data collection was carried out using a questionnaire instrument compiled based on the research variable indicators. The questionnaire used a 7-point Likert scale (1 = strongly disagree to 7 = strongly agree) to measure respondents' perceptions of the variables of training, career development, and job satisfaction. The questionnaire was distributed online through social media to facilitate respondent reach and speed up the data collection process.

The data testing stages in this study included Validity Testing and Reliability Testing to ensure that each statement item in the questionnaire was able to measure the research variables accurately and consistently. Validity testing was conducted using Pearson Product Moment correlation, while reliability testing was conducted using Cronbach's Alpha with a minimum threshold value of 0.70. In addition, a Classical Assumption Test was conducted, which included a normality test, multicollinearity test, and heteroscedasticity test to ensure that the regression model met the statistical analysis requirements.

Further, a multiple linear regression analysis was conducted to test the relationship between the research variables. Hypothesis testing was conducted using the t-test to determine the partial effect of each independent variable on the dependent variable, as well as the F-test to determine the simultaneous effect of independent variables on the dependent variable. The coefficient of determination ( $R^2$ ) was used to determine the contribution of independent variables in explaining the dependent variable in the research model.

## 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 goal is to objectively and systematically determine whether there is sufficient evidence to accept or reject the hypothesis. Hypothesis testing follows a standard sequence: stating the hypothesis, analyzing the data, and drawing conclusions by comparing the test statistic to a critical value (e.g., 1.96 for a t-test) or interpreting the p-value. In this research, t-statistics above 1.96 indicated statistical significance, allowing rejection of the null hypothesis and supporting the conclusion that the independent variable affects the dependent variable ( $\alpha = 0.05$ ). The specific results for each hypothesis are compiled in Table 1.

**Table 1. T-Test Results (Partial)**

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	.352	2.321		.143	.854	
Transformational Leadership (X1)	.312	.056	.314	4.132	.001	
LMX (X2)	.312	.132	.334	3.123	.001	

a. Dependent Variable: Performance (Y)

According to the data in Table 1, the t-test value is above 1.96, indicating that the independent variables have a significant impact on the dependent variable at a 5% level of significance.

#### 4.1.2. Simultaneous Test

The simultaneous F-test, executed within SPSS, examines the null hypothesis that all independent variables collectively have no effect on the dependent variable. The criterion for rejection is a significance probability (Sig.) of less than 0.05, which would affirm a significant simultaneous influence. Conversely, a Sig. value exceeding 0.05 fails to reject the null hypothesis. The purpose of this test is to judge the overall adequacy of the regression model

for use in prediction. The findings from this stage of hypothesis testing are summarized in Table 2.

**Table 2. Simultaneous Test Results**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	336.176	3	112.143	42.243	.001 <sup>b</sup>
Residual	251.165	96	2.314		
Total	587.921	99			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant): Transformational Leadership (X1) and LMX (X2)

According to the data in Table 2, the significance value of less than 0.05 suggests that the combined independent variables have a noteworthy impact on the dependent variable.

## 4.2. Discussion

### 4.2.1. The Relationship between Transformational Leadership and Indonesian National Police Performance

Transformational leadership can improve Indonesian National Police performance by inspiring, motivating, and developing members, enhancing the quality of public services and organizational effectiveness. Transformational leaders create an innovative work culture, foster loyalty and commitment, and help members view old problems with new perspectives to address current and future challenges. Transformational leaders inspire members to prioritize the organization, which leads to increased commitment and loyalty to their duties. According to Jufrizen et al. (2024), this leadership style encourages innovation, creativity, and collaboration among members, creating a more adaptive and responsive work environment. By increasing member motivation, loyalty, and work ethic, transformational leadership directly contributes to improving the quality of services provided to the public. According to Nugroho et al. (2020), transformational leaders focus not only on short-term results but also invest in the long-term development of individuals and the organization, which is essential for facing future changes and challenges. Increased motivation, commitment, and productivity at the individual level collectively drive improvements in overall organizational performance and effectiveness. According to Purwanto et al. (2023), Leaders become role models in demonstrating work ethics, social responsibility, and commitment to improving public services. Leaders provide inspiration to work beyond their capabilities and help subordinates see their own potential. Leaders provide sincere and deep attention to the needs and development of each member.

As noted by Nugroho et al. (2020), transformational leadership plays a crucial role in improving Indonesian National Police performance by increasing motivation, innovation, and work ethics among members, which impacts the quality of service and the effectiveness of law enforcement. This type of leader inspires subordinates to achieve their highest potential, creates a positive and adaptive organizational culture, and encourages innovative problem-solving to address security challenges. Transformational leaders inspire and motivate members to perform better and have a higher commitment to their duties and the organization. Leaders encourage members to create new approaches to solving problems, such as new crime trends, and create an innovative work culture. This leadership style creates an environment that encourages collaboration, creativity, and personal development among members. With more motivated, ethical, and innovative members, the quality of public services provided by Indonesian National Police will improve.

Organizations led in a transformational manner will be better prepared to face changes and new challenges, thereby increasing the institution's overall competitiveness. According to Purwanto et al. (2022), transformational leadership has a positive impact on Indonesian National Police performance by increasing member motivation, loyalty, and productivity, which ultimately encourages improvements in the quality of public services and public trust. Transformational leaders inspire subordinates, provide individual attention, and stimulate intellectually to drive change and improve overall performance. Transformational leaders are able to inspire members to prioritize organizational goals and increase their commitment, which has an impact on increasing work productivity. This leadership style can foster strong loyalty among members, which contributes to improving service quality, work efficiency, and organizational competitiveness. According to Nugroho et al. (2020), transformational leaders build an innovative and responsive work culture, and act as role models in work ethics and social responsibility. Indirectly, transformational leadership can improve member performance through higher job satisfaction. By increasing individual motivation and productivity, transformational leadership significantly contributes to improving team and organizational performance as a whole.

From an external perspective, particularly from the point of view of marketing and digital transformation, transformational leadership in the Indonesian National Police not only impacts the internal performance of the organization, but also plays a role in shaping public perception, public trust, and the quality of digital service experiences. Digital transformation in the public sector requires leadership that is adaptive, innovative, and capable of driving organizational cultural change to improve service quality and operational efficiency. Research shows that transformational leadership contributes significantly to the success of digital transformation by strengthening innovation and organizational cultural change that supports modern public services (Sugiyanto, 2025). In addition, digital and transformational leadership in the government sector has been proven to strengthen the implementation of information technology in collaborative and effective public service problem solving (Setiadi, 2021).

In the context of police organizations and the public sector, transformational leadership also encourages the formation of an innovative work culture, improves the digital competence of members, and prepares organizations to meet the demands of technology-based public services. Digital transformation requires an increase in organizational innovation capacity and digital readiness, where leadership plays an important role in building innovation motivation and a digital culture that supports public organization performance (Nilawati et al., 2026).

In the context of police organizations and the public sector, transformational leadership also encourages the formation of an innovative work culture, improves the digital competence of members, and prepares organizations to meet the demands of technology-based public services. Digital transformation requires an increase in organizational innovation capacity and digital readiness, where leadership plays an important role in building innovation motivation and a digital culture that supports public organization performance (Amallia et al., 2025). Therefore, in the context of digital transformation in the public sector, transformational leadership plays a key role in building adaptive organizations that are oriented towards public values and capable of creating innovative, reliable, and sustainable digital public services.

#### **4.2.2. The Relationship between Leader-Member Exchange (LMX) and Employee Performance**

The influence of Leader-Member Exchange (LMX) on police performance is positive and significant. High-quality relationships between leaders and subordinates within the police force enhance interpersonal trust, collaboration, and work effectiveness. Good relationships,

based on mutual respect, trust, and commitment, create a productive environment, while poor relationships have the opposite effect. Good relationships between leaders and subordinates foster strong interpersonal trust. This trust is essential for effective collaboration at work. According to Asgari et al. (2008), relationships of mutual trust and respect foster better cooperation, leading to more effective and productive performance. Positive LMX can increase organizational commitment and job satisfaction among police officers. This commitment impacts performance. When LMX relationships are high-quality, leaders can build partnerships with subordinates, involve them in task negotiations, and create a more satisfying and productive work environment. Good LMX directly contributes to improved police officer performance. It is important for police officers to be trained in building effective interpersonal relationships and two-way communication with their members. According to Hariyasasti and Purwanto (2025), leaders need to recognize the importance of quality LMX relationships and actively work to improve them to enhance organizational performance. Leaders must identify factors that demotivate employees and provide appropriate support and rewards to maintain optimal performance.

From a marketing and digital transformation perspective, the quality of Leader-Member Exchange (LMX) relationships not only impacts internal organizational performance, but also influences public perceptions of the professionalism and credibility of police institutions. The performance of personnel supported by strong working relationships, two-way communication, and interpersonal trust will be reflected in the quality of public services, which in turn shapes the image of the institution in the digital space and social media. In the era of digital ecosystems and data-driven public services, public perception of police performance is shaped by service experiences, digital information transparency, and institutional responsiveness in handling public complaints online. Therefore, high-quality LMX indirectly contributes to strengthening digital public trust, which is an important part of the sustainable value proposition of public institutions in the era of digital transformation. Healthy internal working relationships enable organizations to produce more responsive, accurate, and human-centered digital services, thereby supporting the formation of a positive institutional reputation in the digital public service ecosystem. Thus, strengthening the quality of LMX can be positioned as part of a digital institutional branding strategy and an improvement in digital service performance that is relevant to the development of technology and data-based public service models.

As reported by Howell and Hall-Merenda (1999), Leader-Member Exchange (LMX) has a positive influence on employee performance, both directly and indirectly. High-quality LMX creates relationships based on trust, support, and respect, which can then improve performance. This influence can also be mediated by other factors such as organizational commitment or job satisfaction, meaning the quality of LMX relationships can influence performance through increased commitment or satisfaction. The quality of the relationship between superiors and subordinates is directly related to employee performance. Positive relationships correlate with better performance. In addition to its direct impact, LMX can also increase employee efficiency, effectiveness, and job satisfaction, which in turn improves overall performance. According to Sa'adah and Rijanti (2022), a quality LMX relationship can increase employee commitment to the organization, and this higher commitment will have a positive impact on employee performance. According to Hariyasasti & Purwanto (2025), good LMX also affects employee job satisfaction. Satisfied employees tend to show positive attitudes and are more cooperative, which ultimately positively affects their performance. Research shows that LMX can influence performance through other intermediary factors, such as employee proactivity or work engagement.

The role of Leader-Member Exchange (LMX) in Indonesian National Police performance is positive, improving personnel performance because a good working relationship between leaders and subordinates creates trust, collaboration, and motivation. High-quality LMX relationships impact job satisfaction, loyalty, and productivity of Indonesian National Police personnel. A good relationship between superiors and subordinates creates mutual trust and loyalty, making members more committed to their duties. A good LMX relationship fosters more effective communication and collaboration between leaders and team members, which is essential for collective decision-making and problem-solving. With a trusting and supportive relationship, Indonesian National Police members are more motivated to work more productively and achieve organizational goals optimally. Good relationships allow leaders to provide support, feedback, and opportunities to take on new responsibilities, which can improve personnel performance and confidence. LMX creates a positive and supportive organizational climate, which ultimately improves the quality of services provided by Indonesian National Police. High-quality relationships (in-group relationships) are characterized by mutual respect, trust, and a shared obligation to contribute. Conversely, poor relationships (out-group relationships) can negatively impact performance.

The implications of Leader-Member Exchange (LMX) on police performance include high-quality working relationships between leaders and subordinates, which can increase trust, motivation, loyalty, and performance. Conversely, poor relationships can negatively impact performance. Therefore, police need to train leaders to focus on building fair and supportive relationships, creating a productive work environment. The positive impact of high-quality LMX relationships is that good relationships increase trust among members. Strong relationships motivate police to work harder and with greater dedication. Positive relationships foster member loyalty to their superiors and the organization. Good LMX can encourage self-control and creativity. Relationships based on mutual respect can lead to collaborative partnerships in carrying out their duties. Police need leadership training that focuses on building two-way relationships, open communication, and interpersonal support. Leaders must be able to treat each subordinate differently based on the quality of the relationship, which can then be adjusted by providing appropriate support and challenge. By improving the quality of LMX relationships, organizations can create a more positive, productive, and satisfying work environment for their members.

## 5. Conclusion

The findings of this study indicate that transformational leadership has a positive relationship with the performance of Indonesian National Police (POLRI) members at the Bengkulu Regional Police (Polda Bengkulu), and that Leader-Member Exchange (LMX) has a positive relationship with the performance of Indonesian National Police members at the Bengkulu Regional Police. The theory of Leader-Member Exchange (LMX) on Indonesian National Police performance states that high-quality relationships between superiors and subordinates have a positive and significant impact on performance improvement. This relationship, characterized by trust, mutual respect, and obligation, encourages subordinates to work harder and more productively, ultimately improving overall performance within the police institution. A good LMX relationship creates trust, a positive attitude, and loyalty among subordinates. This significantly improves the performance of Indonesian National Police personnel. LMX theory is relevant in shaping positive behavior and improved

performance, as demonstrated in several studies. This means that how leaders and subordinates relate individually significantly influences their performance.

Although LMX is highly influential, performance does not solely depend on it. Other factors such as job characteristics, work environment, job satisfaction, and compensation also contribute to performance. High-quality relationships will increase trust, communication, and support, which impact productivity and job satisfaction. The importance of LMX implies the need for leadership training that focuses on building fair and supportive relationships, such as two-way communication, to improve performance within the Indonesian National Police. Transformational leaders are able to inspire and motivate their members to perform optimally, not only for personal gain but also for the advancement of the institution. This has a direct impact on improving the quality of public services and work efficiency within the police force. This leadership style encourages the creation of an innovative and responsive work culture, where members feel encouraged to put forward new ideas for problem-solving (for example, to improve public safety).

This positive influence is often mediated by other factors such as job satisfaction and a conducive organizational climate. Members who are satisfied with their jobs tend to demonstrate better performance. In an era of transformation and the demands of globalization, transformational leadership is considered crucial for realizing effective organizational change, including making the Indonesian National Police a more precise and modern institution. In summary, the implementation of transformational leadership within the Indonesian National Police helps foster loyalty, emotional involvement, and work professionalism, which are key elements in achieving optimal performance.

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