

TRANSFORMATIONAL LEADERSHIP MEDIATION THE EFFECT COMPETENCE ON CAREER DEVELOPMENT OF THE INDONESIAN NATIONAL POLICE'S MOBILE BRIGADE CORPS PIONEER TROOPS

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Abstract: The purpose of this study was to analyze the mediation of transformational leadership in influencing competency towards career development of Korbrimob Polri personnel. The sample of the research where 60 personnel of the pioneer troops was selected using a purposive sampling method. The results of the study where competency and transformational leadership effect on the career development, and competency effect on the transformational leadership. Furthermore, transformational leadership mediates the effect on the competency on career development of pioneer troops personnel (partial mediation). These results indicate that the highest increase in career development of pioneer troops personnel can be achieved through the implementation of competency practices. The results of the study strengthen the theory of dynamic capabilities where Korbrimob Polri can develop personnel competencies to changing environment.

Keywords: career development, competency, and transformational leadership.

1. Introduction

The Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) is the main unit of the Indonesian National Police Headquarters (Mabes Polri) that handles high-intensity and high-level crimes. It has a long history of dedicated service in defending and protecting the Indonesian nation. Throughout its history, the Mobile Brigade Corps (Brimob) has played a significant role in the nation's struggle, both in the struggle for independence and against rebels in the early days of the Republic of Indonesia. The Mobile Brigade Corps also carries out its duties in maintaining domestic security and order. In a way general Brimob Corps duties Indonesian National Police This among others:

- 1) Countermeasures riots and conflict Social; Brimob be at the forefront in overcome large demonstrations, conflicts between groups, and potential chaos social.
- 2) Counter-Terrorism Operations; through Gegana unit, Brimob do ambush, negotiation, and handling terrorists.
- 3) Disposal; Brimob own skills and equipment for detect and tame bombs, including in vital areas and situations hostage taking.
- 4) Security National Vital Object; Brimob responsible answer secure vital state objects , such as building government, airports, and nuclear power plants, especially moment happen condition emergency.
- 5) Evacuation and Disaster Management; Brimob active in operation humanity, including evacuation of disaster victims nature.
- 6) Handling Crime Organized Armed; Brimob own ability special for overcome crimes involving weapon fire and organization criminal.
- 7) Security Demonstration; Brimob play a role in secure the way demonstrations and prevent occurrence action anarchist.

- 8) Investigation and Enforcement Crime; Brimob was also involved in investigation and prosecution crime certain things, especially those that require handling special.

In accordance with structure organization and work procedures /SOTK Korbrimob Police, units under it Mobile Brigade Corps, related with study only on troops pioneer (paspelopor); on duty in countermeasures riots, security demonstrations, and search and rescue operations. Researchers get difficulty in presenting data in each incident Where Mobile Brigade Corps on duty Because Lots incidents and events encountered. For example, unit task action operation peace Cartenz In 2023-2024, there were victims from the TNI, Polri, community and KKB groups with loss damaged infrastructure like schools, homes, places of worship, offices, police stations and transportation. Lower constraints control related operations/ BKO with assigned personnel for help operations in other areas that require it also experience problem especially in coordination operational, condition personnel who sometimes attacked endemic/ malaria, logistics for mobilize strength and support budget start from the money needed basic, accommodation, vehicle fuel, to data panels and reports that are needed support smooth communication.

Engagement data troops pioneer in several activity can seen in table 1.1 which is called with secure data Nusa II (disaster) includes a number of incident as following.

Table 1.1
Involvement Mobile Brigade Corps Police during the Aman Nusa II
incidents 2023-2024

Incident	2023 (event)	2024 (event)
Drought	29	10
Whirlwind	185	18
Forest and land fires	228	70
Fire	66	113
Landslide	140	52
Flood	625	176
Earthquake	32	9

Source : 2023 BNPB Report and 2024 Regional Police Mobile Brigade Corps Report 2024

Furthermore involvement troops Mobile Brigade Corps Indonesian National Police in frame Special Detention Center security Cikeas during 2023 to 2024 involving 177 personnel consisting of from troops pioneer as many as 171 personnel , and the Brimob / Korbrimob intelligence unit as many as 7 personnel.

Remember vast and complex duties and responsibilities with events that must be done by troops pioneer, researcher suspect required competent competence in the sense of having skills, abilities, expertise good in a way theory and application in action real. Capable want mastery field task with good and capable finish task with optimal results, skilled in the sense of having to capable carry out task with well, with / or without help from others, and have expertise, knowledge and skills specialized in the field certain.

Wibowo (2013) competence is ability for carry out or do something work based on skills and knowledge as well as supported by attitude work required work. Prahalad and Hamel (1990) stated that competence is learning collective in organizations, especially How coordinate skills diversified and integrated production various flow. In the assessment education, terms competence often associated with combination complex from required abilities and skills in situation life real certain . (Hartig *et al* ., 2008:69).

Leadership transformational is style capable leadership give inspiration its employees for more prioritize progress organization than interest personal, giving good attention to employees and capable change awareness employee in see old problems with new way (Robbins, 2006).

Leader is a person who has skills and strengths especially in one field so that he capable influence other people to together do activities certain, for the sake of achievement goals. Leadership is also a strength aspirational, power spirit, and creative moral strength, which is capable of influence the members for change attitude so that they become *conform* with desire leader (Kartono, 2008).

Bass and Riggio, (2006:298) stated factors leadership transformational influenced by 1) charisma or ideal influence, where leader give *sense of mission and sense of vision*, instilling a sense of pride and gaining respect and trust. 2) Inspirational, where the leader provide clear ideas and high expectations, conclude effort as focus, and have ability for express goals important in various simple way. 3) Stimulation intellectual, where the leader push intelligence, rationality and resolution problems, and 4) Individual consideration, where the leader give personal attention, training, advising followers, and treating every follower individually.

Development career is series or order position or position held somebody during life. Definition this put somebody workers in the environment something company, as part series from the positions he holds during his lifetime (Hadari Nawawi, 1997).

In principle, development career personnel is a process of improvement ability work individual achievement in frame reach desired career, therefore that required development systematic career with objective reasonable and realistic career. Although part manager source power man follow participate play a role in activities development career, but the most responsible one answer is the personnel concerned.

2. Literature Review

Career Development

Rivai and Sagala (2009:274) development career is a process of improvement ability work individual achievement in frame reach desired career. Development career employee is a comprehensive and ongoing process, going beyond just progress career. This process involving planning strategic, acquisition skills and development required experience individual for proceed in track chosen career. Framework work development strong career covers various elements, such as improvement skills, determination goals, guidance, and opportunities study sustainable development (Gottlieb *et al.*, 2022). Successful career align aspirations employee with objective organization, fostering a sense of purpose and commitment. Development career is not linear path, but rather journey dynamic which is influenced by internal and external factors (Shamout *et al.*, 2022). Organizations that invest in development career employee not only increase satisfaction work individual but also foster power skilled and motivated work, contributing to success organization in a way overall. Siagian (2015) stated that several factor affecting development career a employee is performance work, introduction by the party others, loyalty to the organization, mentors and sponsors, support from subordinates, opportunities For growing, and retirement self.

Competence

Competence considered as the Iceberg Model (Spencer and Spencer, 2008) which consists of from a number of aspect builder like the motive that is owned, how form characteristics

personal, concept self, values held, knowledge as well as skill in finish tasks. Competence is inherent abilities capable individuals give improvement ability in operate task.

Moeheriono (2014:5) competence is connection causal that competence can cause or used for predict performance somebody it means If have high competence so will have performance high too (cause and effect). Competence according to Wibowo (2014:271) is something ability for carry out or do something work or based tasks will skills and knowledge as well as supported by attitude work required by the job. There are some factors that can influence competence someone, according to Zwell, (2008:56) factors the are: beliefs and values, skills, experience, characteristics personality, motivation, issues emotional, ability intellectual, cultural organization.

Transformational Leadership

In principle leadership transformational is a leader who stimulates and inspires his followers, well for reach something that is not normal, and in the process develop capacity his leadership alone . Leader transformational help his followers for grow and create they so leader new with method respond the individual needs of the followers. Leaders empowering followers with method harmonize greater purpose the individual size of followers, leaders, groups, and organizations. Leadership transformational is leadership that has ability for change *status quo* with give *values* and desires subordinates to achieve greater purpose high (Stone *et al.* , 2004). Hughes *et al.*, (2018) stated that that leader transformational own vision, expertise rhetoric, and management good impression and use it for develop bond strong emotions with his followers, so that push moved emotion follower as well as willingness they for work realize the leader 's vision. Antonakis *et al.*, (2016) defines leadership transformational as a behavior that is proactive, improving attention on interest together, and help the followers reach goals at the highest level. Leadership transformational is a leader who encourages his followers for changing motives, beliefs, values, and abilities so that interests and goals personal from the followers can in harmony with vision and goals organization (Goodwin *et al.* , 2001). Bass and Avolio, (1994:257) stated leadership transformational as a leader who has strength For influence subordinate with ways certain.

Conceptual Model and Hypothesis

The conceptual framework is needed to bridge the research variables done in the process. The conceptual framework of this research can be seen in Figure 1.1

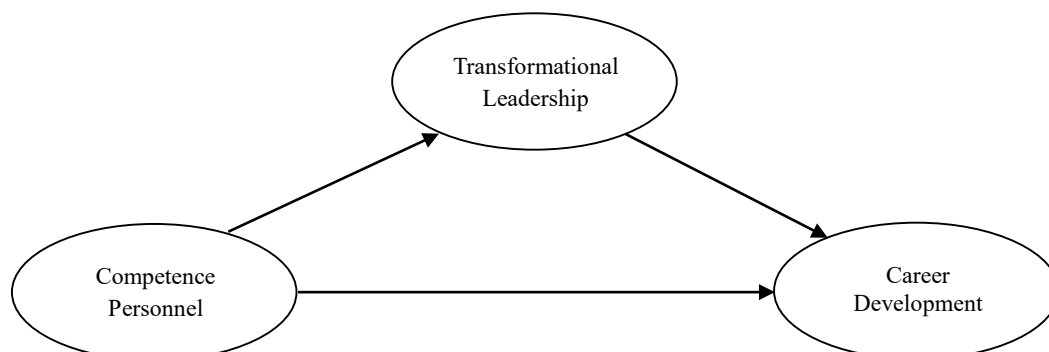


Figure 1.1
Conceptual Framework
 Source: Processed by researchers

Based on empirical and theoretical studies, the researcher propose the following hypothesis:

- H1. Competence personnel has a positive and significant effect on the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) pioneer troops.
- H2. Competence personnel has a positive and significant effect on the tranformational leadership on the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) pioneer troops.
- H3. Transformational leadership has a positive and significant effect on the career development of the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) pioneer troops.
- H4. Transformational leadership mediates the effect of competence personnel on the career development of the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) pioneer troops.

3. Method

This research uses a associative-causal, aiming to investigate the relationship, seek influence, and cause and effect between two or more variables, specifically career development, competence, and transformational leadership. This research seeks to develop a conceptual framework that explains, predicts, and potentially controls personnel career development as the main outcome. This research was conducted at Korbrimob Kelapa Dua Depok West Java. The population of this study were 60 pioneer troop personnel and the sample the chosen samples were determined using purposive sampling. Career development is measured by using three indicators developed from Hasibuan (2012:31), including 1) education, 2) training, and 3) work experience. Competence is measured by using four indicators from Zwell (2008:56) including: 1) beliefs and values, 2) skills, 3) personal characteristics , and 4) intellectual abilities. Transformational leadership is measured by using four indicators proposed from Bass and Ringgo (2006:302) and Northouse (2016: 249) including these several indicator: 1) charisma, 2) inspirational motivation, 3) intellectual stimulation, and 4) individual attention.

4. Results and Discussion

The results of the study involving 60 personnel of the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) pioneer troops in Kelapa Dua, Depok, West Java, indicated that 100% were male and married, 75% were aged 46-55 years old, 57% had a high school education, and 88% had served more than 20 years. This information concluded that the personnel were experienced and mature in carrying out their duties, capable of achieving work goals and developing their careers.

The response of personnel pioneer troops to career development variables was very high in the training indicator, where the training provided by the unit supports their expertise/skills in carrying out their duties. The personnel response that needs improvement is the work experience indicator, where the work experience possessed by personnel to support the smooth execution of tasks still needs to be enhanced. Furthermore, personnel education needs to be improved according to their field of work.

Response personnel to competency was very high in the personal characteristics indicator, where personnel always prioritize integrity and empathy so that those in need feel comfortable. In addition, personnel also consistently provide excellent service to others in a timely manner. Personnel responses that still need improvement are in the technical skills indicator in operating equipment in the office and in the field to support smooth work. Furthermore, work implementation also needs to be improved in accordance with the values and work culture that

meet standards within the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) pioneer troops environment.

Furthermore, personnel responses to the transformational leadership variable showed a very high level of achievement in the individual attention indicator, where the Mobile Brigade Corps (Korbrimob) leader consistently paid attention to personnel self-development. The Korbrimob leader was highly respected and consistently motivated personnel to develop. Where as, personnel still rated the leadership indicator of charisma low, as personnel assessed their leader as not yet a role model within the Indonesian National Police (Korbrimob).

The analysis of measurement model or outer model was performed in determining the validity test due to the correlation between variabels. It can be seen in figure 1.2.

Figure 1.2 shows the results path diagram construction in the reserch.

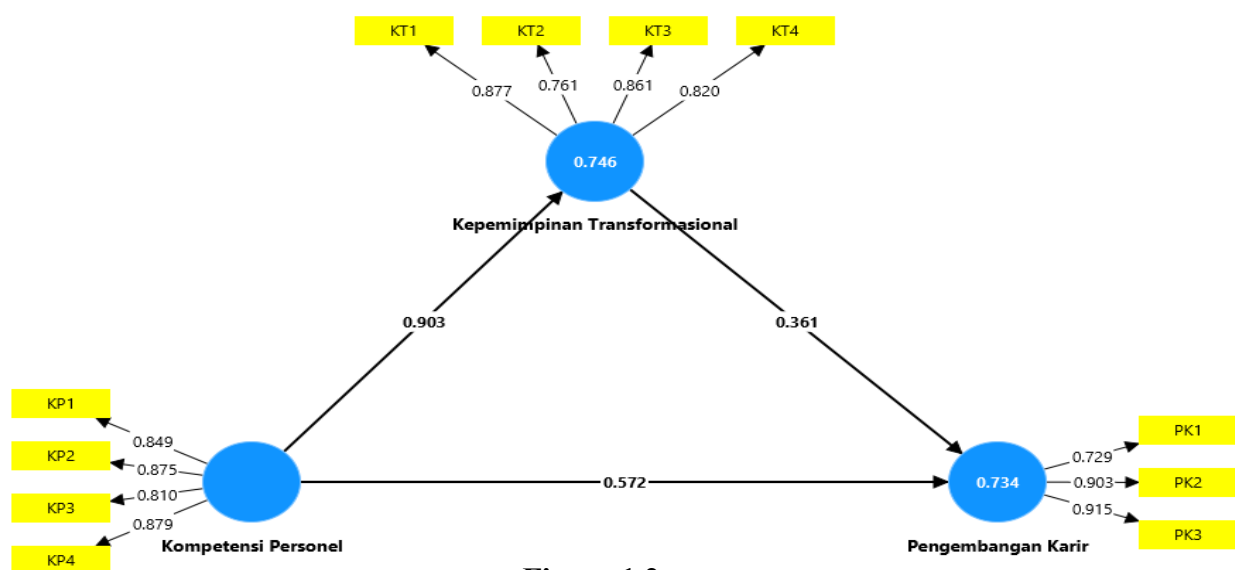


Figure 1.2

Outer Loading of Main Variables

Source : Results of PLS processing by researchers

Convergent Validity Test

Convergent validity test is assessed based on outer loading measurement with see mark outer loading ≥ 0.5 , then the model has validity good convergent (Chin, 1995). Following This mark outer loading indicator every obtained variables from bootstrapping in Table 1.1

Table 1.1
Outer Loading Values

	Leadership Transformational	Competence Personnel	Development Career
KP1		0.849	
KP2		0.875	
KP3		0.810	
KP4		0.879	
KT1	0.877		
KT2	0.761		

	Leadership Transformational	Competence Personnel	Development Career
KT3	0.861		
KT4	0.820		
PK1			0.729
PK2			0.903
PK3			0.915

Source : PLS Processed Results

Following table 1.2 explains about average variance extracted (AVE) obtained from Algorithm it can be seen in table 1.2

Table 1.2
Average Variance Extracted (AVE)

Variables Study	Average variance extracted (AVE)
Leadership Transformational	0.691
Competence Personnel	0.729
Career Development	0.728

Source : PLS Researcher Processed Results

Table 1.2 shows that mark Average Variance Extracted (AVE) above 0.5 so that can stated own good validity, meaning big variants that can contained by the latent construct already Good.

Discriminant Validity Test

Validity test discriminant done For ensure between variables No each other correlate and measure different constructs . For measure validity discriminant done calculation with use mark *cross* loading obtained from Algorithm. Following This validity test results discriminant variables performance personnel, interpersonal communication , and work same as in table 1.3

Table 1.3
Cross Loading Value

	Leadership Transformational	Competence Personnel	Development Career
KP1	0.654	0.849	0.699
KP2	0.706	0.875	0.729
KP3	0.841	0.810	0.728
KP4	0.751	0.879	0.709
KT1	0.877	0.768	0.750
KT2	0.761	0.571	0.542
KT3	0.861	0.772	0.667
KT4	0.820	0.742	0.727
PK1	0.612	0.621	0.729
PK2	0.712	0.740	0.903
PK3	0.751	0.776	0.915

Source : PLS Processed Results

Table 1.3 shows that all over mark correlation indicator variables have mark cross loading above 0.5 means every indicator No There is correlate and measure different constructs.

Composite Reliability Test

Reliability test in PLS can using two methods , namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit mark reliability whereas composite reliability measure mark indeed reliability something construct (Chin, 1995). Composite reliability is assessed more Good in estimate internal consistency of a construct. Rule of thumb value Cronbach's alpha and composite reliability must be big of 0.70 (Hair et al, 2010). The following is results calculation Cronbach's alpha and composite reliability on variables research obtained from Algorithm it can be seen in table 1.4

Table 1.4
Composite Reliability and Cronbach's Alpha Results

	Cronbach's <i>alpha</i>	Composite reliability (<i>rho_a</i>)	Composite reliability (<i>rho_c</i>)
Leadership transformational	0.850	0.862	0.899
Competence personnel	0.876	0.877	0.915
Development career	0.808	0.824	0.728

Source : PLS Researcher Processed Results

Table 1.4 shows that mark Cronbach's alpha and composite reliability for all construct each variable has greater value big from 0.70, with thus research model construct consisting of from development career personnel troops pioneer Mobile Brigade Corps Police, competence, and leadership transformational reliable.

Structural Model Evaluation Results

Analysis results Coefficient Determination (*R-Square*) of 0.67, 0.33 and 0.19 for endogenous variables in structural models indicates that the model is good , moderate and weak (Ghozali and Latan, 2015). Based on data processing with PLS, resulting in mark coefficient determination (*R-Square*) it can be seen table 1.5.

Table 1.5
***R-Square* Value**

	<i>R-square</i>
Leadership transformational	0.746
Development career	0.734

Source : PLS Researcher Processed Results

Goodness of fit in the PLS model can known from R Square value , the more the height of R Square then the model can it is said increasingly fit. The results of the R square calculation of the variable development career personnel troops pioneer Mobile Brigade Corps Indonesian National Police show value 0.746 more big from 0.67 means size diversity from research data can explained by the structural model and has mark good relevance because almost close to one.

Test Results Hypothesis

There is influence between variables exogenous with endogenous variables in research competence and development career, competence and leadership transformation, leadership transformational and development career, as well as mediation leadership transformational influence competence to development career personnel troops pioneer Mobile Brigade Corps Indonesian National Police can known from mark t -statistics and p -value. If the t -statistic value obtained is greater than 1.96 (t statistic > 1.96), then the p value is smaller than 0.05, then the hypothesis has effect a significant. If the t -statistic value obtained is smaller than 1.96 (t statistic < 1.96), then the p value is greater than 0.05, then the hypothesis has effect does not significant.

Table 1.6 shows the results of hypothesis testing in this study.

Table 1.6
Test Results Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Transformational -> Development Career	0.361	0.355	0.168	2,153	0.031
Competence Personnel -> Leadership Transformational	0.903	0.904	0.047	19,232	0.000
Competence Personnel -> Development Career	0.572	0.581	0.168	3,397	0.001
Competence Personnel -> Leadership Transformational					
-> Development Career	0.326	0.320	0.154	2.115	0.034

Source : PLS Researcher Processed Results

Table 1.6 shows results testing hypothesis that can be explained as following :

Hypothesis Testing 1

The effect of variables competence personnel to development career troops pioneer is 0.572 the t -statistics is 3.397 greater than 1.96 and has a significant p -value 0.001 less than 0.05, therefore, it can be concluded that variables competence effect positive and significant on variables development career troops pioneer Mobile Brigade Corps Indonesian National Police. Competence own influence positive and significant to development career. Findings This in line with Yuliawati (2020) and Syihabuddin (2015), and Suprayitno, *et al* (2023). which states that competence influential positive and significant to development career. Competence is characteristics underlying personality behavior that creates motivation, personality, concept self, values, knowledge, or skills a individuals who will allows personnel for produce the best. Then career No only just work but a series experience Work lifetime live. With competencies possessed, then personnel can develop his career in accordance with his will.

Hypothesis Testing 2

The effect variables competence personnel to variables leadership transformational is 0.903 the t -statistics of 19.232 greater than 1.96 and has a significant p -value 0.000 less than 0.05, therefore, it can be concluded that variables competence effect positive and significant on variables leadership transformational. The research results show that personnel competence has a positive and significant influence on transformational leadership, indicating that more competent personnel tend to be more capable of realizing or supporting a transformational

leadership style. Personnel with strong competence, effective teamwork, and a consistent transformational leadership style, the Indonesian National Police Mobile Brigade Corps (Korbrimob) can achieve long-term success.

Hypothesis Testing 3

The effect variables leadership transformational to variables development career personnel troops pioneer is 0.361 the *t-statistics* of 2.153 greater than 1.96 and has a significant 0.031 less than 0.05, therefore, it can be concluded that variables leadership transformational effect positive and significant influence on variables development personal career of troops pioneer Mobile Brigade Corps Police. Transformational leadership in the Indonesian National Police Mobile Brigade Corps (Korbrimob) on personnel career development is because leaders with this style are able to inspire, motivate, and provide support that encourages personnel to think creatively, improve skills, and take new initiatives, thus supporting career development. Transformational leadership is able to create a positive work environment and provide support and training and development opportunities that support the career advancement of personnel within the organization.

Hypothesis Testing 4

Leadership transformational mediates competence personnel on variables development career personnel troops pioneer Mobile Brigade Corps Indonesian National Police of 0.326, with a *t-statistics* of 2.115. This *t-statistic* is great than 1.96 with significant *p-value* of 0.034 less than 0.05, therefore it can be concluded that variables leadership transformational play a mediating role further improving development career personnel troops pioneer Mobile Brigade Corps more tall again. To determine whether leadership transformational provides a full or partial mediation effect, the Variance Accounted For (VAF) formula can be calculated. The VAF value was 36.75%, with the criterion that $20\% \leq \text{VAF} \leq 80\%$ then leadership transformational variable is a partial mediation. This means variables exogenous (competence) capable influence endogenous variables (development career) direct or indirect with involving variables mediation (leadership transformational).

5. Conclusion

The purpose of this study was to develop a theory of dynamic capabilities (*dynamic capabilities*) through a conceptual model of career development of pioneer troops personnel of the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri), competence, and transformational leadership. The results of the study indicate that the four hypotheses are accepted. Among the four hypotheses, the most effective path to improve the career pioneer troops personnel of the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) is the competence path, because it has the highest path coefficient value. Transformational leadership was identified as a partial mediator, meaning it indirectly influences the career development of pioneer troops personnel. From the results of this study, it can be concluded that this model strengthens the dynamic capability theory, offering a strategic approach to improving the career development of vanguard personnel.

From a managerial perspective, the Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) should prioritize competency variables in efforts to improve career development, as these variables directly play a significant role in career advancement. **Role models** for leadership need to be created so that personnel's personalities are increasingly recognized by the public. For further research, it is recommended to investigate the relationship between education and training, organizational support, and psychological empowerment on

the career development of pioneer troops personnel Mobile Brigade Corps of the Indonesian National Police (Corbrimob Polri) as an integrated of Polri performance development.

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