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Optimization of Transformative Leadership to Enhance Organizational Performance: Policing Strategic Analysis at Industrial Revolution 4.0 Era to Maintain Security and Public Order

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Abstract

The Bojonegoro Resort Police, a middle manager in the Indonesian National Police, proactively adapts to the Fourth Industrial Revolution's challenges, marked by VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). They prioritize staying informed about developments and taking initiative. Strategies for security and public order maintenance, including crime prevention and increased surveillance, are effectively planned and implemented. Qualitative field research explores how transformative leadership optimizes policing and performance. Findings reveal: 1) Leaders model idealized influence and inspire a shared vision; 2) They provide inspirational motivation; 3) Leaders foster intellectual stimulation by promoting skill development and critical thinking; 4) Individualized consideration is shown through active delegation and control measures. In conclusion, the Bojonegoro Resort Police's proactive, transformative leadership helps them navigate the Fourth Industrial Revolution's challenges, enhancing organizational performance in maintaining security and public order.

Keywords: Transformative Leadership; Organizational Performance; Industrial Revolution 4.0; Security and Public Order; Police.

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Introduction

The constitutional duties of the Indonesian National Police are clearly regulated in Article 13 of Law Number 2 of 2002 concerning the Indonesian National Police. The article states that the Indonesian National Police has the main task of maintaining security and public order, enforcing the law, and providing protection, and service to the community. As a public organization operating in a dynamic

environment, the Indonesian National Police is faced with demands to always have high sensitivity and responsiveness to developments in the strategic environment that affect the maintenance of security and public order, both at the national, regional and global levels. Maintaining security and public order is essentially a series of efforts to maintain public order, tackle crime, and protect citizens from the threat of crime and disaster.¹

In a normative context, the success of the Indonesian National Police in maintaining security and public order can be seen from the efforts of the Indonesian National Police to create dynamic conditions in society, which supporting the national development process by ensuring law enforcement, security and public order. Apart from that, it also includes the creation of peace, which includes the ability of the Indonesian National Police to build and develop the potential and strength of the community in preventing and dealing with various forms of law violations and other security disturbances that can cause inconvenience to the community.

In the era of the industrial revolution 4.0, the complexity of the challenges of the task of the Indonesian National Police in maintaining security and public order was very high, because this era was marked by the characteristics of VUCA (Volatility, Uncertainty, Complexity and Ambiguity). According to Kraus et al. (2021) developments in digital technology, wider connectivity, and the rapid pace of change create a volatile environment, where changes occur quickly and are unpredictable.² Uncertainty regarding trends and developments in crime and security threats is increasing, thus demanding that the Indonesian National Police be prepared to face uncertain situations. Complexity also arises due to the strong interconnections between society, technology, and crime.³ In addition, there is

¹ Roy Bailey ‘Policing the Police and Crime Commissioners (PCCs): An Examination of the Current Statutory and Political Frameworks for Holding PCCs to Account—A Case Study of the Surrey Police and Crime Panel’ (2015) 9 *Policing: A Journal of Policy and Practice*. [305–313].

² Sascha Kraus, Paul Jones, Nobert Kailer, et. al., ‘Digital Transformation: An Overview of the Current State of the Art of Research’ (2021) 11 *SAGE Open*.

³ S. Hakan Can, Helen M. Hendy, and M. Berkay Ege Can, ‘A Pilot Study to Develop the Police Transformational Leadership Scale (PTLS) and Examine Its Associations with Psychosocial Well-Being of Officers’ (2017) 32 *Journal of Police and Criminal Psychology*. [105–113].

ambiguity in interpreting and dealing with various complex situations.

In facing the industrial revolution era 4.0 which is characterized by VUCA, the Bojonegoro Resort Police as the middle manager of the Indonesian National Police needs to adopt a proactive and adaptive approach to improve organizational performance. Bojonegoro Resort Police must be sensitive to the latest developments and take initiative in dealing with them. A proactive approach allows the Police to plan and implement effective steps in maintaining security and public order, including in terms of preventing crime, increasing surveillance, and handling security threats.⁴

In addition, the Bojonegoro Resort Police must also have high adaptive capabilities where situations and challenges they face can change quickly and cannot be predicted. Bojonegoro Resort Police must be able to adapt to these changes, both in terms of strategy, policy and operational tactics. Flexibility and adaptability are key in ensuring organizational performance remains optimal amidst dynamic changes.^{5,6} However, Bojonegoro Resort Police's efforts to improve organizational performance in the era of the industrial revolution 4.0 can be said to be still not optimal.

One of the indications can be seen from the relatively high number of security disturbances and crime rates in the jurisdiction of the Bojonegoro Resort Police every year. Data from 2020 to 2022 shows that there were 1,288 reported crime cases, with an average of around 430 cases per year. There are several factors that influence organizational performance in the industrial revolution 4.0 era. However, one of the main factors that has an important role is leadership. An ideal leadership model is very important for all key officials at the Bojonegoro Resort Police to drive the organizational transformation needed in the era of the industrial revolution 4.0.

⁴ Tom Cockcroft, 'Police Culture and Transformational Leadership: Outlining the Contours of a Troubled Relationship' (2014) 8 *Policing: A Journal of Policy and Practice*. [5–13].

⁵ Barry Loveday, 'Police and Crime Commissioners: Developing and sustaining a new model of police governance in England and Wales' (2018) 20 *Int J Police Sci Manag*. [28–37].

⁶ Neena Tiwana, Gary Bass, and Graham Farrell, 'Police performance measurement: an annotated bibliography' (2015) 4 *Crime Science*. [2-28].

One of the ideal and relevant leadership models to apply is transformative leadership which has several main dimensions that play an important role in improving organizational performance.^{7,8} These dimensions include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.^{9,10} In the context of the idealistic dimension of influence, leaders are able to become idolized examples for organizational members, and create a work climate filled with integrity and ethics.¹¹

Apart from that, transformative leadership also encourages inspirational motivation. This leader has inspired members to go beyond existing limits and is able to stimulate enthusiasm, enthusiasm and commitment in carrying out their duties. Transformative leadership also emphasizes intellectual stimulation.^{12,13} Leaders who apply this approach encourage creative and innovative thinking, and must encourage members to continue learning, developing, and developing ideas that can improve organizational performance.^{14,15} In addition, the individual consideration dimension in transformative leadership ensures that leaders provide personal attention to each member so that they care about the members' individual needs, hopes and development.^{16,17}

⁷ Tony Bush, 'Transformational leadership: Exploring common conceptions' (2018) 46 Educational Management Administration & Leadership.

⁸ Marc Dussault, Andree-Ann Deschênes, and Eric Frenett, 'Police Officer Transformational Leadership: Development and Validation of a Self-reported Scale' (2019) 7 American Journal of Applied Psychology.[67-72].

⁹ Tony Bush, *Loc.Cit.*

¹⁰ Fong-Yi Lai, Hui-Chuan Tang, Cheng-Chen Lin, et.al., 'Transformational Leadership and Job Performance: The Mediating Role of Work Engagement' (2020) 10 SAGE Open.

¹¹ Gimhani Nandasinghe, 'Leadership and Organization Performance: A Review on Theoretical and Empirical Perspectives' (2020) 20 Global Journal of Management and Business Research.[41].

¹² Thomas W.H.Ng, 'Transformational leadership and performance outcomes: Analyses of multiple mediation pathways' (2017) 28 The Leadership Quaterly.[385-417].

¹³ Rui Coelho de Moura, Andreia Borges, Sonia Morgado S, et.al., 'Police Leadership 2.0.: A comprehensive systematic review of the literature' (2023) 17 Policing: A Journal of Policy and Practice.

¹⁴ Gregory W. Allen, Prince A. Attah, Tao Gong, 'Transformational Leadership and Affective Organizational Commitment: Mediating Roles of Perceived Social Responsibility and Organizational Identification' (2017) Social Responsibility Journal.[585-600].

¹⁵ Richard Smith, 'The 'Police Change Manager': Exploring a new leadership paradigm for policing' (2019) 21 International Journal of Police Science & Management.[156-167].

¹⁶ Tony Bush, *Loc.Cit.*

¹⁷ Richard Smith, 'The 'Police Change Manager': Exploring a new leadership paradigm for policing' (2019) 21 International Journal of Police Science & Management.[156-167].

By implementing transformative leadership, the Bojonegoro Resort Police will be able to carry out the organizational transformation needed to face the era of industrial revolution 4.0. However, with maximum efforts, the current organizational performance at Bojonegoro Resort Police is certainly a reflection that the main officials of Bojonegoro Resort Police should be able to comprehensively implement the dimensions of transformative leadership. This study aims to identify optimization policing of transformative leadership to enhance organizational performance.

Transformative leadership is a type of leader who provides individual consideration, and intellectual stimulation, and is charismatic.¹⁸ Reza stated that transformative leadership is a type of leader who directs or motivates his followers to set goals by clarifying the roles and duties of their members.¹⁹ According to Han, transformative leaders inspire their followers to convey their personal interests for the good of the organization and they have an extraordinary influence on their followers.²⁰

Transformative leadership is leadership that has a vision for the future and is able to identify environmental changes and is able to transform these changes into the organization, pioneering change and providing motivation and inspiration to individual employees to be creative and innovative, as well as building a solid team work, bringing renewal in work ethic and performance management, courage and responsibility in leading and controlling the organization.^{21,22} Transformative leadership is leadership that has the special ability to bring about innovation and change by recognizing the needs and interests of its followers, and helping solve

¹⁸ Doris Masal, 'Shared and Transformational Leadership in the Police' (2015) 38 *Policing: An International Journal*. [40-55].

¹⁹ Manjurul Hossain Reza, 'Components of Transformational Leadership Behavior' (2019) 5 *EPRA International Journal of Multidisciplinary Research*. [119-124].

²⁰ Seung-Hyun Han, Eunjung Grace Oh, and Sung "Pil" Kang, 'The Link Between Transformational Leadership And Work-Related Performance: Moderated-Mediating Roles of Meaningfulness and Job Characteristics' (2020) 41 *Leadership & Organization Development Journal*. [519-533].

²¹ Rui Coelho de Moura, *Loc. Cit.*

²² Connie Deng, Dugyu Gulseren, and Carlo Isola, et.al., 'Transformational Leadership Effectiveness: An Evidence-Based Primer' (2022) 26 *Human Resource Development International*. [1-15].

problems in new and innovative ways.^{23,24}

Organizational performance is the success of personnel, teams or organizations in realizing predetermined strategic goals with the expected behavior.^{25,26} According to Lai et al., organizational performance is the quantity and quality of work produced or services provided by someone who does work in the organization.²⁷ Kraig et al. stated that organizational performance reflects the level of achievement and achievement of predetermined targets and the success of managers or organizational leaders in managing the organization.²⁸

Organizational performance is also defined as a description of the level of achievement of the implementation of activities, programs and policies by using a number of resources to achieve the goals that have been set.²⁹ Kim explained that the best organizational performance can be realized from the intersection of individual, environmental factors and the roles and tasks carried out by human resources, including leaders in an organization.³⁰ Organizational performance as a benchmark for assessing the effectiveness of an organization's work, this can be a reference for an organization to get the best results based on organizational goals [10].³¹

Research Methodology

This study used a qualitative approach with a field research design. In collecting and analyzing field data related to factual conditions³² which will be discussed using

²³ Tony Bush, *Loc. Cit.*

²⁴ Omkar Dastane, 'Impact of Leadership Styles on Employee Performance: A Moderating Role of Gender' (2020) 5 Australian Journal of Business and Management Research.[27-52].

²⁵ Neena Tiwana, *Loc. Cit.*

²⁶ Seung-Hyun Han, *Loc. Cit.*

²⁷ Fong-Yi Lai, et.al., *Loc. Cit.*

²⁸ Adriana Kraig, Ernest R. Harrison, and Paul J. Zak, 'The Impact of Organizational Trust on The Performance of Police Departments' (2021) 1 SN Social Sciences.[284].

²⁹ Septi Andriani, Nila Kesumawati, and Muhammad Kristiawan, 'The influence of the transformational leadership and work motivation on teachers performance' (2018) 7 International Journal of Scientific & Technology Research.[19-29].

³⁰ Jisang Kim, 'The Effect of Civilian Oversight on Police Organizational Performance: A Quasi-Experimental Study' (2022) 52 The American Review of Public Administration.[382-397].

³¹ Gimhani Nandasinghe, *Loc. Cit.*

³² Mathhew B. Miles, A. Michael Huberman, and Johny Saldana, *Qualitative Data Analysis: A Methods Sourcebook* (SAGE Publications Inc 2019).

the Strategic Analysis concept approach, namely a skill in analyzing environmental factors that influence the organization and analyzing the health and weaknesses of the organization. The authors also uses the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis concept which involves identifying the factors that have the greatest influence on the organization, both external and internal.³³ This analysis aims to support the process of formulating transformative leadership strategies to improve organizational performance in the era of industrial revolution 4.0.

Factual Conditions of Bojonegoro Resort Police Organizational Performance in the Industrial Revolution Era 4.0

In the era of the industrial revolution 4.0, the tasks faced by the Bojonegoro Resort Police to maintain security and public order have become very complex. The VUCA characteristics that underlie this era require the Bojonegoro Resort Police to adapt quickly to a volatile and unpredictable environment. The development of digital technology and increasingly widespread connectivity creates uncertainty regarding crime trends and increasing security threats.³⁴ Bojonegoro Resort Police must take proactive and adaptive approach in improving organizational performance in maintaining security and public order.

This proactive approach enables Bojonegoro Resort Police to plan and implement effective measures in crime prevention, increased surveillance, and handling security threats. Sensitivity to the latest developments and initiatives taken is key in facing the challenges of the industrial revolution 4.0 era. On the other hand, the Bojonegoro Resort Police must also have high adaptive capabilities. This era is full of rapid and unexpected changes, so that the Bojonegoro Resort Police must be able to adapt strategies, policies and operational tactics flexibly.

The ability to adapt to the dynamics of change is the key to ensuring organizational performance remains optimal.³⁵ However, in carrying out efforts

³³ David Silverman, *Doing Qualitative Research A Practical Handbook* (SAGE 2013).

³⁴ Sascha Kraus, et. al., *Loc.Cit.*

³⁵ Richard Smith, *Loc.Cit.*

to improve organizational performance, the Bojonegoro Resort Police still faces challenges. The era of industrial revolution 4.0 brought major and complex changes, so that the efforts that have been taken have not achieved maximum results. Various data on the realization of the achievements of each key performance indicator in 2022 which includes several components, such as road safety index, community policing index, response time at crime scenes, ability to reduce potential disturbances, and (value) crime rate. The results show varying levels of achievement, ranging from 74% to 156%. Regarding the Law Enforcement Index which includes several components, such as the clearance rate for conventional crime, trans-national crime, national wealth, and handling of traffic accident cases, with achievement levels reaching above 100% for most components.

Regarding the Human Resources Professionalism Index with components such as educational competency and specialization development, the scores for the Indonesian National Police Performance Management System and reward provision all reached 100%. Finally, related to the Technology Modernization Index with one component, namely counter opinion/negative news regarding the reporting of the Indonesian National Police in the Bojonegoro area, which achieved an achievement of 200%. Based on the results data presented in these tables, overall it can be concluded that the performance achievements of the Bojonegoro Resort Police in 2022 showed a positive trend. Data on the achievement of key performance indicators shows several good achievements with values that exceed the set targets.

Factual Conditions of Transformative Leadership at Bojonegoro Resort Police

Organizational performance in the era of industrial revolution 4.0 is influenced by several factors, and among these factors, leadership is one of the main factors that has a crucial role.^{36 37 38} The ideal leadership model plays a central role in driving organizational transformation that is relevant to the demands of the industrial

³⁶ Fong-Yi Lai, et.al., *Loc. Cit.*

³⁷ Gimhani Nandasinghe, *Loc. Cit.*

³⁸ Gimhani Nandasinghe, *Loc. Cit.*

revolution 4.0 era. At Bojonegoro Resort Police, it is important for all key officers to adopt a transformative leadership model as a guide. Transformative leadership displays several main dimensions that play a key role in improving organizational performance, including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.^{39,40,41}

The idealized influence dimension is the behavior of a leader who have become a role model. Additionally, leaders are willing to take risks, are consistent, non-arbitrary, and can be relied on to do the right thing, and demonstrate ethical and moral behavior.⁴² The leaders of the Bojonegoro Resort Police have great potential to set an example for members. One way that can be done is to provide instructions and directions through a leadership hour session. However, high mobility and dynamic work demands often become obstacles for leaders to consistently do this. This condition certainly prevents the leaders of the Bojonegoro Resort Police from directly guiding members in facing the changes and challenges that continue to develop in the era of industrial revolution 4.0. In addition, in the idealized influence dimension, it is important to understand in detail how a leader is expected to reflect ideal leadership qualities, especially in budget management. The focus is not only on achieving the budget target of 100%, but also on transparency and accountability in the use of funds. Ideal leadership according to Dussault et al. involves the ability to lead by positive example, making leaders an example for members, including in terms of managing budgets effectively and efficiently.⁴³

In the inspirational motivation dimension, it is the behavior of leaders who are able to provide motivation and inspiration for the work of the people they lead.⁴⁴ Organizations also have fundamental needs that need to be met in order to function optimally.⁴⁵ Just as humans fulfill physiological needs first, organizations must also

³⁹ Tony Bush, *Loc. Cit.*

⁴⁰ Doris Masal, *Loc. Cit.*

⁴¹ Connie Deng, et.al., *Loc. Cit.*

⁴² Rui Coelho de Moura, et.al., *Loc. Cit.*

⁴³ Marc Dussault, et.al, *Loc. Cit.*

⁴⁴ Seung-Hyun Han, et.al, *Loc. Cit.*

⁴⁵ Adriana Kraig, et.al, *Loc. Cit.*

prioritize meeting their needs to achieve higher performance.⁴⁶ In order to improve the quality of police performance at Bojonegoro Resort Police in the era of the industrial revolution 4.0, of course it requires the support of adequate infrastructure. The facilities and infrastructure owned by the Bojonegoro Resort Police are currently still not available in a representative manner, both in terms of quantity and quality.

This limitation causes Bojonegoro Resort Police personnel and ranks to use these facilities and infrastructure alternately, which ultimately hampers the mobility and performance of all personnel in carrying out police operational duties. Apart from that, Bojonegoro Resort Police currently has several innovative information technology-based programs to support improving the quality of police performance in the era of industrial revolution 4.0, namely:

- 1.) Multi-Application Digital Integrated System (MADRIM) which is a collection of integrated applications to provide excellent service to the community in the form of: (a) Crime Alarm System/CAS (internal, agency and community); (b) A police clearance certificate (also known as SKCK in Indonesia) Online; (c) Batik (Bojonegoro Community Satisfaction Index Review Application); (d) Ledre (Lost Electronic Digital Report); (e) TRACKER Jono;); (f) MLIWIS (Modern Legal Investigation With Increase System; (g) TACS (TRAFFICT Accident Claim System); (h) Online Public Complaints; (i) Panic Button (Emergency Button); (j) REPORT (service menu and public complaints); (k) Driver license (also known as SIM in Indonesia) Online; (l) NEWS (news about updated information and the latest events occurring in Bojonegoro); (m) JEP (Jonegoro Electronic Payment).
- 2.) MATOH POLICE (Management Technology Organized By Human). This is a digital-based innovation that helps Bojonegoro Resort Police personnel carry out daily operations. Features in the MATOH POLICE Menu include: (A) Online Attendance System; (B) Open Cameras; (C) CAS (Crime Alarm System); (D) Activity Reports; (E) HT Gateway; (F) Emergency Button; (G) Photo Grid;

⁴⁶ Jisang Kim, *Loc.Cit.*

(H) Three Pillar Information; (I) Indonesian National Police Email Information System; (J) Sispammako (Command Headquarters Security System); (K) News.

At the implementation level, the various information technology-based innovative programs owned by the Bojonegoro Resort Police have not fully run well because they are hampered by a lack of budget for procurement, maintenance, and upkeep. Giving rewards to Bojonegoro Resort Police personnel for the last three years. This reward is a form of appreciation given to personnel for their achievements or contributions in carrying out their duties, including:

- 1.) Achievement for the dedication and performance of personnel in carrying out tasks in the Binmas, Criminal Investigation and Intelligence Intelligence functions that exceed the demands of the task. The form of award given by The Chief of Bojonegoro Resort Police is the Award Charter.
- 2.) Dedication and loyalty of personnel in carrying out tasks and achievements that are manifested by the completion of Precision Quick Wins Program products. The Chief of Bojonegoro Resort Police gave a form of award in the form of an Award Charter.
- 3.) Achievements for the active role of personnel in increasing food security for the community members of the assisted villages with the catfish farming method on vacant/single land using a partnership system. The Chief of Bojonegoro Resort Police gave a form of award in the form of an Award Charter.
- 4.) The achievements of the personnel for successfully uncovering the alleged crime of beatings (Article 170 of the Criminal Code) within 1x24 hours have become the public's attention. The form of award given by the Chief of Bojonegoro Resort Police is the Award Charter.
- 5.) Personnel's successful achievements in uncovering cheating and theft cases that occurred in the Purwosari Sector Police area. The Chief of Bojonegoro Resort Police gave a form of appreciation in the form of an Award Certificate.

However, the provision of rewards within the Bojonegoro Resort Police is still not carried out evenly, consistently and proportionally. This is different from giving punishment where disciplinary violations of members at the Bojonegoro Resort Police are dominated by certain types of violations such as service violations, abuse of authority, drug abuse and so on. However, from the report documents on the implementation of spiritual and mental development as well as the implementation of unit training by the leadership, no guidance material related to trends in member disciplinary violations can be read.

Leaders at the Bojonegoro Resort Police must be able to show a positive attitude, be proactive, and be able to be role models for members. In daily performance, a leader's attitude of being authoritative, fair and empathetic towards subordinates can inspire and motivate members to work better.⁴⁷ Not only that, the leaders at Bojonegoro Resort Police must show integrity in making decisions, act in accordance with ethical and moral values, and respect applicable rules and standards.

When the integrity of the leadership is shown to be strong, this will create an environment that is transparent, fair and just. Regarding the intellectual stimulation dimension, it is leader behavior that is able to increase the intelligence of subordinates to increase creativity and innovation, and invites leaders to think critically, challenge existing assumptions, and look for innovative solutions.⁴⁸ In fact, the leaders of the Bojonegoro Resort Police could not to encourage smooth thinking among members.

When members are faced with problems and challenges, sometimes creative ideas or alternative solutions are not utilized optimally.⁴⁹ The leaders of the Bojonegoro Resort Police also have not fully practiced and encouraged adaptive flexibility in the organizational environment. The ability to produce unusual and unconventional solutions in dealing with one type of problem has not been optimized.⁵⁰ Related to the individualized consideration dimension is the behavior of leaders who delegate tasks as a means of developing the potential of their followers.⁵¹ Delegated tasks are monitored to see whether followers need additional direction or support and to assess progress.⁵²

Based on the findings, there are several functions and units in the Police Sector that in preparing the annual activity plan have not referred to the security

⁴⁷ Connie Deng, et.al., *Loc. Cit.*

⁴⁸ S. Hakan Can, et.al, *Loc. Cit.*

⁴⁹ Tony Bush, *Loc. Cit.*

⁵⁰ Gregory W. Allen, et.al., *Loc. Cit.*

⁵¹ Omkar Dastane, *Loc. Cit.*

⁵² Manjurul Hossain Reza, *Loc. Cit.*

and public order calendar and not all units have translated the annual activity plan into monthly, weekly, and daily activity plans. Communication and coordination relations between functions have to improve the quality of police performance are still not going well, because there is no Working Procedure Relationship based on standardization or written provisions. This has an impact on the lack of synergy in the performance of personnel in carrying out various police activities.

The Strategy Determination Analysis in Based on Factors That Influence The Organizational Performance of the Bojonegoro Resort Police

In determining the influencing factors, the authors use SWOT analysis, namely strategic analysis through combined with situational analysis techniques to find out which aspects significantly affect competitiveness companies and how companies should plan for the future based on the situation they face which are divided into four main factors, namely strengths and weaknesses in the internal environment of an organization, as well as opportunities and threats in the external environment.

SWOT analysis is translated in the form of AHP (Analytical Hierarchy Process) to analyze problems and issues as an analysis model. This analysis is very relevant for use in analyzing organizational strengths and weaknesses in an effort to determine the nature of threats and opportunities in the efforts of leaders to determine steps for decision making. Guided by the SWOT Analysis Concept, the description of the strategic environmental factors that influence transformative leadership at the current Bojonegoro Resort Police have to enhance organizational performance in the era of the industrial revolution 4.0, can be reviewed in the Table 1 below:

Table 1. Identification of Strategic Analysis Based on External-Internal Factors in the SWOT of Bojonegoro Police Resort

Factor	Dimension	Result Identification
External	Opportunities	The vision of “Golden Indonesia 2045” encourages leaders to optimally adopt transformative leadership in improving organizational performance
		Advances in technology can support the flexibility of leaders in representing a transformative leadership model
		The national priority program on improving the quality of performance is a source of inspiration for all elements of leadership to continue to improve and enhance organizational performance
		High public expectations for the performance of professional and accountable institutions in the 4.0 industrial revolution era in maintaining security and public order stability
		Active participation from the Regional Government and the private sector through Corporate Social Responsibility programs can support the existence of transformative leadership within the organization to improve performance
	Threats	Lack of support from agencies related to efforts to improve organizational performance in the era of industrial revolution 4.0
		Political interests and power influence the consistency and integrity of leaders in efforts to improve organizational performance
		The complexity of security and public orders which is characterized by VUCA requires leaders to continue to be adaptive in efforts to improve organizational performance
		The lack of community role in maintaining security and public order in the midst of the industrial revolution 4.0 era which continues to develop
		Limited budget allocations hinder leaders from actualizing the dimensions of transformative leadership to improve organizational performance
Internal	Strength	The Indonesian National Police Precision Policy Program requires all leadership elements to develop adaptive and progressive leadership in the 2021-2024 period, which aims to ensure that the organization is able to transform according to the demands of the times, including in facing the dynamics in the era of the industrial revolution 4.0.
		The organization has an obligation to carry out the Commander Wish of the Chief of the Indonesian National Police in terms of realizing organizational transformation
		The organization already has several innovative programs that can support the existence of leaders in reflecting transformative leadership in an effort to improve organizational performance
		All leadership elements have a strategic role to improve organizational performance
	Weakness	The supervisory function can be empowered to support the existence of transformative leadership in an effort to improve performance in the era of industrial revolution 4.0
		The lack of role of leaders in providing examples to all members is hampering the improvement of organizational performance in the era of industrial revolution 4.0
		The lack of role of leaders in motivating members, both through fulfilling physiological needs and fulfilling esteem needs

The lack of the role of leaders in inspiring members has had an impact on the low enthusiasm and dedication of members in efforts to improve organizational performance
The lack of leaders' role in encouraging members to think critically in facing complex challenges thus hinders improving overall organizational performance
Leaders play less of a role in developing members' abilities to improve organizational performance

Source: Primary Data, 2023

Conclusion

The research findings indicate comprehensive implementation of transformative leadership dimensions at Bojonegoro Resort Police: idealized influence through leading by example and inspiring shared vision, inspirational motivation, intellectual stimulation for skill development and critical thinking, and individualized consideration through active task delegation and control. The research recommends the East Java Regional Police conduct a strategic SWOT-based "Leadership Competition" to foster innovation and enhance Bojonegoro Resort Police's organizational performance. The competition should cover various leadership aspects, promote transformation strategies, team development, effective communication, and goal achievement, assessed objectively and regionally for fairness. This initiative aims to improve leadership quality, promote collaboration, and incentivize better leadership within the Bojonegoro Resort Police amid the challenges of the Fourth Industrial Revolution.

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