

# The Influence of Transformational Leadership on Members Performance Through Organizational Climate and Work Professionalism: The Study of Members Performance at General Planning Bureau and Budget of South Sulawesi Provincial Police

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## Abstract

The research aimed to determine the influence of transformational leadership on members performance mediated by organizational climate and work professionalism at the general planning bureau and budget of south sulawesi provincial police. The research used quantitative approach by basing on empirical rational principle study. Therefore, before doing the research, the researcher should determine the research problems and hypotheses to be examined based on the set criteria and path analysis equipment, i.e. SmartPLS to determine the relationship among variables. The results of the research indicate that transformational leadership has a positive and significant influence on organizational climate, transformational leadership also has a positive and significant influence on work professionalism, transformational leadership has a positive and significant influence on members performance, organizational climate has a positive and significant influence on members performance and than work professionalism also has a positive and significant on members performance. As an intermediary variable, transformational leadership has a positive and significant influence on members performance mediated by organizational climate, and than transformational leadership also has a positive and significant influence on members performance mediated by work professionalism.

**Keywords:** transformational leadership; organizational climate; work professionalism; members performance.

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## INTRODUCTION

In the current era of globalization, development is very fast and competition is increasing between individuals and organizations, for that organizations and companies are required to be able to improve their competitiveness and quality, so that they can live and develop in accordance with the goals of the organization or company.

Human resources are the most important factor in an organization. Thus every organization must continuously improve the quality of the performance of its human resources to achieve the goals that have been set. Gibson et al (2005), suggested that the task of human resource management revolves around efforts to manage the human element with its potential so that satisfied and satisfying human resources can be obtained for the organization. According to Priyono and Marnis (2008) defines Human Resource Management as an acknowledgment of the importance of manpower in the organization as a very important main source in contributing to organizational goals, and the use of several functions and activities to ensure that human resources are used effectively and efficiently. fair to the interests of individuals, society and the organization itself. In carrying out their duties and responsibilities, a member must have the ability, expertise and perseverance.

Polri in achieving its organizational goals must be supported by human resources as well as a reformist leader who cares about change and can play an important role in the running of the organization. In accordance with its role, the leader is a direct setter, an agent of change, a negotiator (spokesperson), and as a coach in moving all components or organizational resources

to achieve goals. Therefore, a leader must be able to direct motivation by creating organizational conditions (climate) and being professional at work so that members feel motivated to work harder so that the performance achieved is also high.

According to Satjipto Raharjo (2003) the police are part of the government bureaucracy, the main function of which is to exercise social control, therefore the police have a monopoly of power and strength. The police under normal circumstances only carry out law enforcement as a symbol of their social control work.

Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets as well as criteria that have been determined in advance and have been mutually agreed upon. Bernardi in Sudarmanto (2009: 3) performance is a record of the results produced (produce) or certain job functions or activities over a certain period of time. So that performance is a result achieved by a person according to the size applicable to the job in question. Therefore, performance is not only about the personal characteristics shown by a person, but also the results of work that has been and will be done by someone.

In a government organization, success or failure in carrying out tasks and administering government is influenced by leadership. Through leadership and supported by adequate capacity, the implementation of good governance will be realized, otherwise the weakness of leadership is one of the causes of the collapse of bureaucratic performance in Indonesia (Istianto, 2009).

Apart from the leader who in carrying out his responsibilities and authorities, it is necessary to have supporting factors such as organizational climate. Organizational climate is a condition that exists within the organization. The importance of organizational climate because the company is an organization consisting of a group of people where they work together to achieve company goals so that the company really needs outstanding human resources. Without good or quality human resources, the company will find it difficult to achieve the planned goals (Hasibuan, 2012: 43).

According to wirawan (2007) that "Organizational climate is the perception of organizational members and those who are constantly in touch with the organization, about what is happening and happening in the organization's internal environment on a regular basis, which affects the attitudes and behavior of members of the organization and the performance of organizational members individually and in groups who then determine organizational performance.

Creating an organizational climate that is able to bring its members to improve performance in order to achieve organizational goals is not an easy thing. This is because basically humans have different behavioral characteristics according to the level of their needs.

The next factor that affects performance is work professionalism. Where the success of an optimal performance requires work professionalism so that the goals of the organization can be achieved in accordance with the provisions. Professionalism is an appropriate ability and skill in doing work according to their respective fields and levels. Each member is recommended to be able to have a professional attitude in their work in order to optimize their skills, time, energy, knowledge and resources according to their field. According to Siagian (2009: 163) professionalism is reliability and expertise in carrying out tasks so that they are carried out with high quality, right time, carefully, and with easy-to-understand procedures.

This research has seven objectives as follows. First, to test whether transformational leadership has a direct, positive and significant effect on organizational climate, secondly, whether transformational leadership has a direct, positive and significant effect on work professionalism, thirdly, does transformational leadership have a direct, positive and significant effect on member performance, fourthly, what is organizational climate? has a direct, positive and significant effect on member performance, fifthly does professionalism have a direct, positive and significant effect on member performance, sixth does transformational leadership affect member performance mediated by organizational climate, and lastly does transformational leadership

affect member performance mediated by professionalism.

## **LITERATURE REVIEW**

### **A. Human Resource Management**

According to Hasibuan (2002: 10) Human Resource Management is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees and society. Meanwhile, Mangkunegara (2001: 15) reveals that Human Resource Management is the utilization, development, assessment, provision of remuneration and management of individual members of the organization or work group. Human resource management also concerns the design and implementation of planning systems, personnel preparation, employee development, career management, job evaluation, employee compensation and seamless labor relations.

### **B. Transformational leadership**

Leadership has various meanings that are sometimes difficult to define, so many people and experts try to introduce the definition according to their respective versions. One of them is Robert Schuller in Salusu (2005) who says that leadership is a force that moves your struggle or activity towards success. Schuller believed that everyone had leadership potential, but many people don't realize it.

Transformational leadership is defined as leadership that involves change in the organization. This leadership is also defined as leadership that places more emphasis on empowerment activities through increasing the positive self-concept of subordinates/organizational members (Nawawi, 2006).

Transformational leadership has an understanding of leadership that aims for change. In accordance with the nature of leadership, namely the movement to achieve goals, the goal referred to here is change. The change in question is assumed to be a change for the better, against the status quo and active. (Lensufiie, 2010).

### **C. Organizational climate**

According to Wirawan (2007) organizational climate describes the internal environment of the organization and is rooted in organizational culture. According to Litwin and Stringer in Wirawan (2007: 121) that organizational climate is a relatively ongoing quality of the organization's internal environment, experienced by members of the organization, influencing their behavior and can be described in terms of a set of characteristics or characteristics of the organization

### **D. Work professionalism**

Professionalism reflects a person's attitude towards work and the type of work/profession. According to Widodo in Aisyah (2009) said that professional employees are employees whose performance is carrying out an activity and completing it according to their duties and with the desired results. Meanwhile, according to Siagian (2009), professionalism is expertise and reliability in carrying out tasks so that they can be carried out properly, at the right time, carefully, and in accordance with procedures that are easily understood and followed by customers.

### **E. Members performance.**

Performance is the result of work in quality and quantity achieved by an employee in

carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2000). According to Widodo (2005) performance is carrying out an activity and perfecting it in accordance with its responsibilities with results as expected, or a work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve goals. the organization concerned legally does not violate the law and is in accordance with morals and ethics. Suntoro in Tika (2006) states that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time.

### Conceptual Model

A hypothesis is a temporary conjecture that is considered most likely to be the correct answer. On the other hand, it can also be said that the hypothesis in this study is a temporary answer.

H1 : It is suspected that transformational leadership has a positive and significant direct influence on organizational climate.

H2 : It is suspected that transformational leadership has a positive and significant direct influence on work professionalism.

H3 : It is suspected that transformational leadership has a positive and significant direct influence on members performance.

H4 : It is suspected that organizational climate has a positive and significant direct influence on members performance.

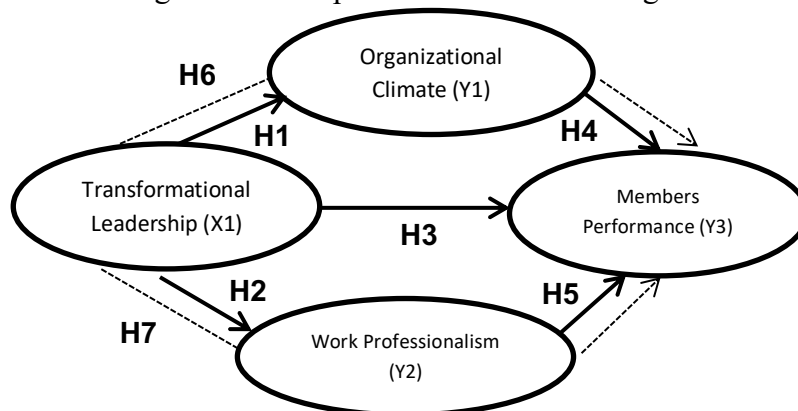
H5 : It is suspected that work professionalism has a positive and significant direct influence on members performance.

H6 : It is suspected that as an intermediary variable, transformational leadership has a positive and significant direct influence on members performance mediated by organizational climate.

H7 : It is suspected that transformational leadership also has a positive and significant direct influence on members performance mediated by work professionalism.

on basis of the conceptual literature and the hypothesis formulated above, then the model for this research is designed as follow:

Figure 1. Conceptual framework drawing



### RESEARCH METHOD

#### Type of Research

This research is a type of quantitative research based on the study of empirical rational principles. Data were analyzed using path analysis, namely SmartPLS. This study aims to determine the effect of Transformational leadership on the performance of members mediated by organizational climate and work professionalism at the General Planning and Budgeting Bureau of South Sulawesi Regional Police.

### Data collection techniques

Sampling in this study is to use the technique or method of saturated sampling. Saturated sampling method is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people.

### Population and Sample

The population in this study are all members of the Satker Bureau of general planning and budget of the South Sulawesi Regional Police with a total of 30 personnel.

### Data Analysis Techniques

The data analysis technique used in this study is associative research data analysis, namely research conducted to find the effect of one variable with other variables and then draw conclusions from the test. The statistical method used in this research is structural equity modeling partial least square (SEM-PLS).

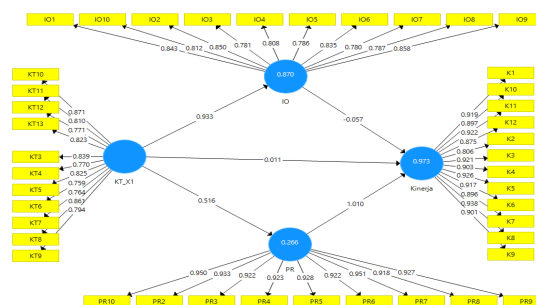
Partial Least Square (PLS) introduced by Herman Woid is a powerful analysis method because it is not based on many assumptions. PLS is not only used to confirm theory, but can also be used to explain whether or not there is a relationship between variables. Can analyze as well as constructs that are formed with reflective and normative indicators. (Noor 2011:225).

## EMPIRICAL RESULTS

### Convergent Validity Testing

Convergent validity measures the magnitude of the correlation between the construct and the latent variable. In evaluating convergent validity from checking individual item reliability, it can be seen from the standardized loading factor. The standardize loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. The correlation can be said to be valid if it has a value  $> 0.5$ . According to Hair et al., (2013), a correlation can be said to meet convergent validity if it has a loading value greater than 0.5.

Figure 2. Valid Model Estimation



Based on the results of the convergent validity test, it can be concluded that all the research indicators used in hypothesis testing have met the requirements of convergent validity, because seen from the loading value for each indicator it has met the rule of thumb required for partial least square analysis.

### Discriminant Validity Testing

The next evaluation is to see and compare between discriminant validity and square root of average variance extracted (AVE). The measurement model was assessed based on the measurement of cross loading with the construct. If the correlation of the construct with each indicator is greater than the size of the other constructs, then the latent construct predicts the indicator better than the other constructs. If the value is higher than the correlation value between the constructs, then good discriminant validity is achieved. According to Yamin (2011), it is highly recommended if the AVE is  $> 0.5$ .

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
IO	0.664
KT_X1	0.654
Performance	0.814
PR	0.866

Source: primary data processing results, 2022

The table above shows that the Average Variance Extracted AVE value of each variable, namely Organizational Climate is 0.664, Transformational Leadership is 0.654 and Performance is 0.814 and Work Professionalism is 0.866. This indicates that the average value of these variables has a good convergent value and meets the standard requirements.

### Composite reliability testing

To determine composite reliability, if the composite reliability value is  $> 0.8$ , it can be said that the construct has high or reliable reliability and  $> 0.6$  is said to be quite reliable (Chin, 1998 in Yamin 2011).

Table 2. Composite Reliability

	Composite Reliability
IO	0.952
KT_X1	0.954
Performance	0.981
PR	0.983

Source: primary data processing results, 2022

The table above shows the variables of transformational leadership, organizational climate, work professionalism and performance with a composite reliability value  $> 0.8$ . So it can be seen that the construct has good reliability.

### Reliability Testing

Solihin et al., (2013) states that a latent variable can be said to have good reliability if the composite reliability value is greater than 0.6 and Cronbach's alpha value is greater than 0.6.

Table 3. Reliability test results

Keterangan	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Note
IO	0.944	0.945	0.952	0.664	Reliabel
KT_X1	0.947	0.949	0.954	0.654	Reliabel
Performance	0.979	0.980	0.981	0.814	Reliabel
PR	0.981	0.981	0.983	0.866	Reliabel

Source: primary data processing results, 2022

The table above shows that all latent variables measured in this study have Cronbach's Alpha and Composite Reliability values greater than 0.6 so it can be said that all latent variables are reliable.

### Inner Model Testing

Testing of the structural model is done by looking at the R-Squared value which is the goodness fit test of the model. R<sup>2</sup> is used to measure the level of validity of forming the independent variable on the dependent variable, the higher R<sup>2</sup> means the better the predictive model of the research model used. The weighting scheme for SEM with PLS is carried out by performing a significance test through the R-squared (R<sup>2</sup>) test and path coefficient estimation. Output for the value of R<sup>2</sup> using the computer program smartPLS 3.0.

Table 4. R-Square test results

Item	R Square	R Square Adjusted
IO	0.870	0.868

Performance	0.973	0.972
PR	0.266	0.254

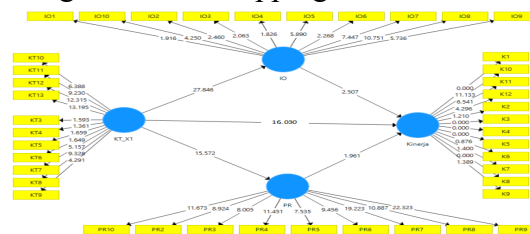
Source: primary data processing results, 2022

The value of R-squared ( $R^2$ ) is used to measure how much influence certain independent latent variables have on the dependent latent variable. Based on the table above, it can be seen that transformational leadership (X1) affects organizational climate (Y1) has an  $R^2$  value of 0.870 or 87% which means that the model is categorized as "Strong" and the remaining 13% is influenced by other variables not included in this study. Meanwhile, the transformational leadership variable (X1) that affects the work professionalism variable (Y2) has an  $R^2$  value of 0.266 or 26.6%, which means that the model is categorized as "moderate" and the remaining 73.4% is influenced by other variables not included in this study. For the transformational leadership variable (X1), the organizational climate variable (Y1) and work professionalism (Y2) that affect performance (Y3) has an  $R^2$  value of 0.973 or 97.3%. If the  $R^2$  value is  $> 0.7$ , it is categorized as strong (Chin, 1998).

### Path Coefficient Analysis Testing

In this study, after bootstrapping, the estimated coefficient values for path relationships in the structural model were processed with Smart PLS 3.0. For more details, an image of bootstrapping with Smart PLS 3.0 will be presented through the following image:

Figure 3. Bootstrapping Model Results



Based on the image above and after processing the data, the results of the path coefficient data processing with SmartPLS 3.0 can be presented, which are as follows:

Table 5. Path Coefficients (Mean, STDEV, T-Values)

Item	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
KT X1 -> IO	0.901	0.908	0.032	27.846	0.000*
KT X1 -> PR	0.890	0.883	0.057	15.572	0.000*
KT_X1 -> Kinerja	0.875	0.867	0.055	16.030	0.000*
IO -> Kinerja	0.573	0.620	0.229	2.507	0.013*
PR -> Kinerja	0.514	0.459	0.262	1.961	0.048*

Source: primary data processing results, 2022

Based on the test results obtained in the figures and tables above, it can be concluded that the hypothesis testing of each variable is as follows:

The Influence of Transformational Leadership on Organizational Climate at the General Planning and Budgeting Bureau of the South Sulawesi Regional Police. The results of the analysis processed with PLS 3.0 obtained. The results show the significance value or P-Value is 0.000 with T count 27,846 P-Value value  $< 0.05$  and T count  $>$  from T table 1.705. So it can be stated that transformational leadership on Organizational Climate has a significant influence. It can be concluded that Transformational Leadership has a direct, positive and significant effect on Organizational Climate. Thus the hypothesis in this study is accepted.

The Influence of Transformational Leadership on Professionalism in the General Planning and Budgeting Bureau of the South Sulawesi Regional Police. The results of the analysis processed with PLS 3.0 obtained. The results show the significance value or P-Value is 0.000 with a t count of 15,572. P-Value  $< 0.05$  and T count  $>$  from T table 1.705. So it can be stated that

transformational leadership on work professionalism has a significant influence. It can be concluded that Transformational Leadership has a direct, positive and significant effect on Work Professionalism. Thus the hypothesis in this study is accepted.

The Influence of Transformational Leadership on the Performance of Members of the General Planning and Budgeting Bureau of the South Sulawesi Regional Police. The results of the analysis which were processed with PLS 3.0 showed that the significance value or P-Value was 0.000 with a t count of 16,030. P-Value < 0.05 and T count > from T table 1.705. So it can be stated that transformational leadership on performance has a significant effect. It can be concluded that Transformational Leadership has a direct, positive and significant effect on Member Performance. Thus the hypothesis in this study is accepted.

The Influence of Organizational Climate on Member Performance in the General Planning and Budgeting Bureau of the South Sulawesi Regional Police. The results of the analysis processed with PLS 3.0 obtained. The results show the significance value or P-Value is 0.013 with a t count of 2.507. P-Value < 0.05 and T count > from T table 1.705. So it can be stated that Organizational Climate on Performance has a significant influence. It can be concluded that Organizational Climate has a direct, positive and significant effect on Member Performance. Thus the hypothesis in this study is accepted.

The Influence of Work Professionalism on Member Performance in the General Planning and Budgeting Bureau of the South Sulawesi Regional Police. The results of the analysis processed with PLS 3.0 obtained. The results show the significance value or P-Value is 0.048 with a T count of 1.961. P-Value < 0.05 and T count > from T table 1.705. So it can be stated that work professionalism has a significant effect on performance. It can be concluded that work professionalism has a direct, positive and significant effect on Member Performance. Thus the hypothesis in this study is accepted.

### Sobel Test

In this Sobel test is used to determine the effect of the mediating variable. According to Baron and Kenny (1986) in Ghazali (2011) a variable is called intervening if the variable influences the relationship between the independent variable and the dependent variable.

Sobel test to test the strength of the indirect effect of the independent variable (X) to the dependent variable (Y2) through the intervening variable (Y1). By calculating the indirect effect of multiplying X to Y2 through Y1 by multiplying the path X – Y1 (a) with the path Y1 – Y2 (b) or ab.

Table 6. Sobel test - The Effect of Transformational Leadership on Member Performance through Organizational Climate

	Input		Test Statistic	Std. Error	P-Value
<i>a</i>	0.901	Sobel test	2.326	0.199	0.019
<i>b</i>	0.516	Aroian test	2.325	0.199	0.020
<i>Sa</i>	0.032	Goodman test	2.328	0.199	0.019
<i>Sb</i>	0.221	Reset all	Calculate		

Source: primary data processing results, 2022

The results of direct and indirect calculations. Where the direct influence of transformational leadership on member performance is 0.875. while the indirect effect of transformational leadership through organizational climate on member performance is 0.295.

Then from the results of the calculation of the calculated T value specified in the Sobel test, a p-value of 0.019 was obtained with a T count of 2.326. P-value < 0.05 and T count > T table 1.705. This shows that organizational climate can mediate the effect of transformational leadership on performance. So, in this study the hypothesis is accepted.

Table 7. Sobel test - The Effect of Transformational Leadership on Member Performance through work professionalism



	Input		Test Statistic	Std. Error	P-Value
<i>a</i>	0.890	Sobel test	2.226	0.179	0.025
<i>b</i>	0.457	Aroian test	2.222	0.180	0.026
<i>Sa</i>	0.057	Goodman test	2.231	0.179	0.025
<i>Sb</i>	0.251	Reset all	Calculate		

Source: primary data processing results, 2022

The results of direct and indirect calculations. Where the direct influence of transformational leadership on member performance is 0.875. while the indirect effect of transformational leadership through work professionalism on member performance is 0.234.

Then from the results of the calculation of the calculated T value specified in the Sobel test, a p-value of 0.025 was obtained with a T count of 2.226. P-value < 0.05 and T count > T table 1.705. This shows that work professionalism can mediate the effect of transformational leadership on performance. So, in this study the hypothesis is accepted.

## DISCUSSION

### The Effect of Transformational Leadership on Organizational Climate

The results of hypothesis testing state that transformational leadership has a direct, positive and significant effect on organizational climate at General Planning Bureau and Budget of South Sulawesi Provincial Police.

Based on the result of this study in accordance with the opinion of Previous research conducted by (Wijaya Rival Sastra, 2018) showed that transformational leadership style has an effect on organizational climate. This means that the higher the transformational leadership, the higher the organizational climate and vice versa, the lower the transformational leadership will make the organizational climate low. This research is also supported by (Ni Komang Enny Trisnayanti et al, 2016) who found that democratic leadership style has a significant positive effect on organizational climate. This shows that the right leadership will create an organizational climate.

### The Influence of Transformational Leadership on Work Professionalism

The results of hypothesis testing state that transformational leadership has a direct, positive and significant effect on work professionalism at General Planning Bureau and Budget of South Sulawesi Provincial Police.

The results of this study in line with the results of research conducted by Supriyani (2017) showed that leadership has a positive effect on work professionalism. This means that the higher the members of the National Police feel the soul of a good leader, the higher the professionalism of the work of members of the Police. Another study related to transformational leadership by Isnawati M (2016) which found that there was a positive and significant effect of principal's transformational leadership on teacher professionalism. These results indicate that the higher the teacher's perception of the principal's leadership, the higher the professionalism of the teacher will be.

### The Effect of Transformational Leadership on Member Performance

The results of hypothesis testing state that transformational leadership has a direct, positive and significant effect on the performance of members at the General Planning Bureau and Budget of South Sulawesi Provincial Police.

This is in accordance with the research conducted by Matin et al. (2020) where the results show that transformational leadership has a positive direct effect on performance. This shows that an increase in transformational leadership results in an increase in the performance of educators in the National Police Language School. This research is also supported by the research of Andes

Purwanti et al. (2020), who found that transformational leadership had a significant effect on the performance of Polri members at the South Sulawesi Regional Police.

### **The Effect of Organizational Climate on Member Performance**

The results of hypothesis testing state that Organizational Climate has a direct, positive and significant effect on the performance of members at the General Planning Bureau and Budget of South Sulawesi Provincial Police.

Based on the result of this study in accordance with the opinion of previous research conducted by Ahmad Suharmanto (2021) shows the results of research that organizational climate has a significant effect on employee performance within the administrative bureau of the secretariat general of the Ministry of Home Affairs. This is in accordance with research conducted by Safran Efendi Pasaribu (2014) where the results of the data show that the organizational climate greatly affects the performance of the bureau of the Chancellor of the South Tapanuli Muhammadiyah University. This shows that a good organizational climate will improve employee performance.

### **The Influence of Work Professionalism on Member Performance**

The results of hypothesis testing state that Work Professionalism has a direct, positive and significant effect on the performance of members at the General Planning Bureau and Budget of South Sulawesi Provincial Police.

This is in accordance with the research conducted by Diannitha Phobe Y P et al. (2019) shows the results of the study that there is a positive and significant influence between professionalism on organizational performance. This means that the higher the professionalism of the members, the higher the performance of Densus 88 AT Polri will be. Another study related to professionalism by Dariana et al. (2020) research results show that professionalism has a positive and significant effect on auditor performance.

### **The Effect of Transformational Leadership on Member Performance Mediated by Organizational Climate**

The results of this analysis and research found that transformational leadership indirectly has a positive and significant effect on member performance through organizational climate. From the results of this study indicate that the presence of a leader with the right leadership style will produce and improve the performance of members.

This statement is supported by the results of previous research by Muhammad Yusuf et al. (2021), where the research results show that organizational climate mediates the positive influence of leadership style on employee performance.

### **The Effect of Transformational Leadership on Member Performance Mediated by Work Professionalism**

The results of this analysis and research found that transformational leadership indirectly has a positive and significant effect on member performance through work professionalism. With good leadership, it will increase the extra role of members in their work so that it has an impact on the performance of members at the General Planning Bureau and Budget of South Sulawesi Provincial Police.

So this statement is also supported by the results of previous research Ari Soeti Yani et al. (2016) that the results of the study indicate that the relationship between intellectual intelligence on the performance of employees who are intervened by professionalism (Z) is positive and significant. Thus it can be concluded that professionalism (Z) is able to intervene intellectual intelligence (X1) on employee performance (Y) because they have confidence in their intellectual intelligence that the role of professionalism can improve employee performance.

## CONCLUSION

The results of this study show that Transformational Leadership has a positive and significant direct effect on Organizational Climate. So, the higher a leader applies transformational leadership to members, the higher the creation of an organizational climate that will improve member performance. Transformational Leadership has a positive and significant direct effect on Work Professionalism. So, the higher members' perceptions of transformational leadership, the higher the professionalism of members. Transformational Leadership has a positive and significant direct effect on Member Performance. So, by applying a transformational leadership style to members, it will improve the performance of members. Organizational climate has a positive and significant direct effect on Member Performance. So a good organizational climate will improve the performance of members. Work professionalism has a positive and significant direct effect on Member Performance. So, the higher the professionalism of members, it will have an impact on improving the performance of members. Transformational leadership indirectly affects the performance of members through the organizational climate at the Bureau of the South Sulawesi Regional Police. With the leadership with the right leadership style, it will produce and improve the performance of members and followed by the creation of an organizational climate that will improve the performance of members. Transformational leadership indirectly affects the performance of members through the professionalism of the work at the Bureau of the South Sulawesi Regional Police. With good leadership, it will increase the extra role of members in their work so that it has an impact on the performance of members by forming a professional attitude at work.

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