

Transformational Leadership and Individual Performance in Military Personnel: The Mediating Role of Organizational Trust and Public Service Motivation

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Abstract

This research is driven by the difficulty of boosting the individual performance of military people, especially Babinsa in territorial units, with more complicated tasks. The purpose of this study is to analyse the effect of transformational leadership on individual performance both directly and indirectly through organizational trust and public service motivation as the mediating variables. This study adopts a quantitative technique with a population of 175 Babinsa staff in Kodim 0816/Sidoarjo. The data analysis was accomplished by the PLS-SEM technique using SmartPLS 4 software. The findings of this study show that transformational leadership has a positive and significant effect on individual performance, organizational trust, and public service motivation; organizational trust and public service motivation influence individual performance; furthermore, organizational trust and public service motivation are proven to have a positive and significant mediating effect on the relationship between transformational leadership and individual performance. Theoretically, this study has implications for the development of Social Exchange Theory and the mediating effects of organizational trust and public service motivation in military organizations. Practically, this study provides new insights for leaders in building trust and public service motivation to maximize personnel performance.

Keywords

Transformational Leadership; Organizational Trust; Public Service Motivation; Individual Performance, PLS-SEM, Military Organization, Mediation Model

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1. INTRODUCTION

Human resources play a central role in organisational effectiveness, particularly through performance management. This involves recruitment and training, as well as managing employee performance to achieve organisational objectives (Barfod et al., 2025). Individual performance (IP), which is shaped by competence, discipline, motivation and responsibility, directly affects productivity, service quality and team effectiveness (Fernando et al., 2024). This makes performance management essential for guiding and developing employee capabilities (Ikoputra et al., 2024). In a competitive



environment, organisations must ensure synergy and continuous evaluation to sustain motivation (Hoption et al., 2014).

In military organisations, particularly territorial units of the Indonesian Army, enhancing personnel performance is a challenge due to the growing complexity of duties (Nugroho et al., 2025). The role of village management senior non-commissioned officers (Babinsa) requires adaptability, strong social communication, and professionalism in their assigned areas (Amar Ma'ruf et al., 2024). However, obstacles persist, including variations in performance quality, limited technological adaptability, and suboptimal trust-based working relationships (Nugroho et al., 2025). In this context, transformational leadership (TL) plays a critical role in enhancing performance, supported by psychological factors such as organisational trust (OT) and public service motivation (PSM).

In order to sustain member motivation, leaders must be both inspiring and humane (Gumay, 2025). emphasises vision, motivation and individual development in order to drive positive change, enhance adaptability and commitment, and improve interpersonal relationships. Previous studies have shown that TL can improve IP by influencing work behaviour and commitment (Fernando et al, 2024; Ikoputra et al., 2024, Siswanto et al., 2020, and Thibault et al., 2019) foster OT (Al Saed et al., 2023; Islam, Furuoka, & Idris, 2020; Koo et al., 2017) and strengthen PSM Gumay, 2025; Lauritzen, et al., 2022; and Wang et al., 2024) Overall, TL plays a pivotal role in shaping performance via psychological mechanisms.

In the context of the Indonesian National Armed Forces, particularly the role of Village Supervisory Non-Commissioned Officers (Babinsa), IP is influenced not only by structural factors but also by leadership quality and social relationships. Based on TL Theory, leaders who inspire, motivate, and promote a shared vision can enhance performance and commitment in complex territorial tasks (Yudhiksa et al., 2024). furthermore, Meanwhile, Social Exchange Theory emphasizes that trust, reciprocity, and fairness in work relationships strengthen psychological attachment and encourage positive behavior. Thus, integrating these perspectives suggests that Babinsa performance is shaped by TL that fosters trust-based relationships, creating synergy between intrinsic motivation and interaction quality in community-based task execution.

This study analyzes the influence of TL on the IP of Babinsa in Kodim 0816/Sidoarjo and examines its impact on PSM and OT. Additionally, this research tests the role of PSM and OT as mediating variables in the relationship between TL and the IP of Babinsa. The originality of this research is to fill the research gap in the military setting, especially among Babinsa in Kodim 0816/Sidoarjo which so far has been limited in completely examining the influence of TL on IP. In addition, this study proposes a dual mediation model by concurrently considering PSM and OT as intervening mechanisms, which have not been thoroughly investigated in leadership studies within the military context.

2. METHODS

This research uses a quantitative approach with the aim of examining the influence of TL on IP with mediation of OT and PSM. Quantitative research is research that consists of numbers and analysis using structured statistics, making it easier for the author themselves as well as other authors to use (Cresswell et al., 2018). The analysis method used is Partial Least Squares Structural Equation Modeling (PLS-SEM). This method was chosen because it can analyze complex structural models with mediation relationships and does not strictly require normally distributed data.

2.1 Populations and sample

The population in this study is all personnel at Kodim 0816/Sidoarjo. The sampling technique used is purposive sampling, which is the selection of respondents based on specific criteria, such as:

1. Active personnel at Kodim 0816/Sidoarjo
2. Having a minimum work experience of 1 year
3. Engaged in public service activities

Based on these criteria, the final sample size obtained was 175 respondents with a response rate that met the analysis eligibility.

2.2 Variables

The variables in this study were measured using using a 5-point Likert scale with the following categories: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree 5 = Strongly agree shown in the following table:

Table 1. Variable Measurement

Variable	Indicator	Source	Scale
TL	<i>Vision, Personal Recognitioan, Intellectual Stimulation, Inspirational Communication, Supportive Leadership</i>	(Rafferty et al., 2004)	Likert scale 1-5
OT	<i>Ability, Integrity, Benevolence,</i>	(Joo et al., 2023)	Likert scale 1-5
PSM	<i>Public Interest, Compassion, Self-Sacrifice</i>	(Wang et al., 2024)	Likert scale 1-5
IP	<i>Task Effectivenes, Task Effectivenes, Collaboration</i>	(Henttonen et al., 2016)	Likert scale 1-5

2.3 Data Analysis Methode

This study employs a quantitative approach based on positivist philosophy to test hypotheses using statistical analysis (Hair et al., 2019). Data were collected through questionnaires and processed through coding, input, and data cleaning, including handling outliers and inconsistencies. Descriptive statistics were used to summarize the data. To examine relationships between variables, this study applies Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0, enabling simultaneous analysis of indicator and latent variables within the research model (Hair et al., 2019).

The outer model in this study is evaluated thru validity and reliability tests. by the loading factor value (>0.7), the comparison of cross loading and AVE value (>0.5). Meanwhile, reliability using composite reliability ($\rho_c >0.7$) and Cronbach’s alpha ($\alpha >0.5$), which indicates that the instrument has good consistency and reliability (Hair et al., 2019). The inner model evaluates relationships among constructs using R^2 to assess explanatory power. Higher R^2 indicates stronger prediction, with thresholds of strong, moderate, and weak defined by Cresswell et al., (2018),and Hair et al., (2019). Hypothesis testing is performed at a 95% confidence level ($\alpha = 0.05$) with a t-value threshold of 1.96. Thus, if the t-statistic is < 1.96 , the null hypothesis (H_0) is accepted; if ≥ 1.96 , H_0 is rejected (Hair et al., 2019).

3. FINDINGS AND DISCUSSION

3.1 Outer Model Evaluation

This section assesses the measurement model through validity and reliability tests. Convergent and discriminant validity are used to evaluate validity, while internal consistency is used to assess reliability. The following diagram presents the results of the outer model evaluation using the PLS algorithm.

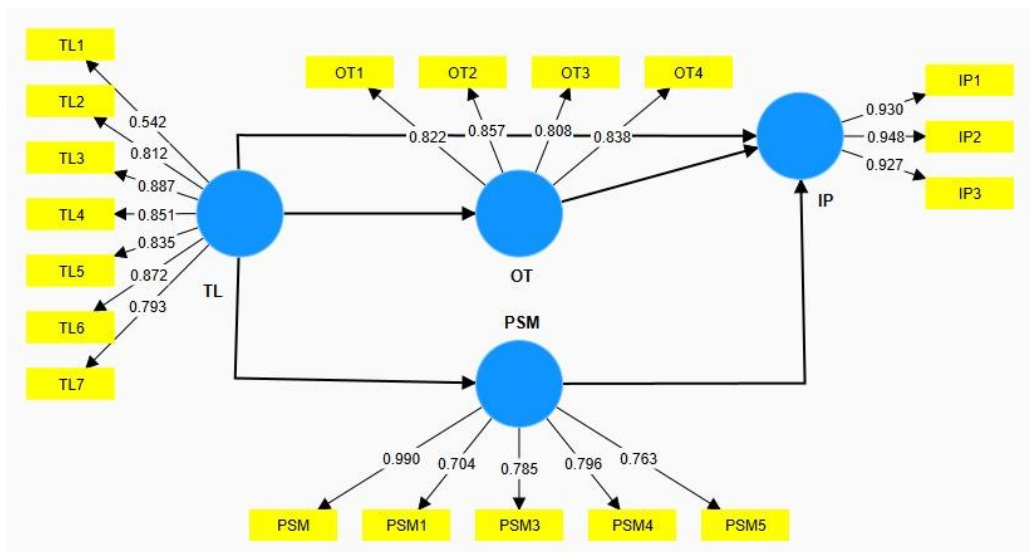


Figure 1. Outer Model Result

Validity Test

Used to assess the questionnaire's validity and make sure that respondents can understand the statement items in the form of a research questionnaire.

Convergent Validity

Convergent validity is assessed using outer loading values, where indicators are considered valid if > 0.70 . The following table presents the outer loading results:

Table. 2 Outer Loading Values

Variable	Item	Outer loading	Keterangan
TL	TL1	0.642	Valid
	TL2	0.812	Valid
	TL3	0.887	Valid
	TL4	0.851	Valid
	TL5	0.835	Valid
	TL6	0.872	Valid
	TL7	0.793	Valid
OT	OT1	0.822	Valid
	OT2	0.857	Valid
	OT3	0.808	Valid
	OT4	0.838	Valid
PSM	PSM1	0.990	Valid
	PSM2	0.704	Valid
	PSM3	0.785	Valid
	PSM4	0.796	Valid
	PSM5	0.763	Valid
IP	IP1	0.930	Valid
	IP2	0.948	Valid
	IP3	0.927	Valid

Although one indicator has a loading value slightly below 0.70 (e.g., TL1 = 0.642), it can still be retained because it remains within the tolerance limit and is supported by strong values for the other constructs.

Table. 3 Cross-Loading Values

Item	IP	OT	PSM	TL
TL1	0.287	0.374	0.331	0.542
TL2	0.503	0.629	0.450	0.812
TL3	0.517	0.667	0.449	0.887
TL4	0.615	0.683	0.413	0.851
TL5	0.462	0.532	0.419	0.835
TL6	0.503	0.656	0.356	0.872

TL7	0.601	0.708	0.502	0.793
OT1	0.658	0.822	0.498	0.615
OT2	0.667	0.857	0.530	0.793
OT3	0.632	0.808	0.561	0.561
OT4	0.650	0.838	0.489	0.555
PSM1	0.643	0.673	0.704	0.516
PSM3	0.391	0.381	0.785	0.336
PSM4	0.462	0.431	0.796	0.370
PSM5	0.346	0.326	0.763	0.309
IP1	0.930	0.721	0.600	0.583
IP2	0.948	0.753	0.642	0.644
IP3	0.927	0.725	0.533	0.543

Collinearity Assessment

This collinearity assessment aims to identify whether there are signs of collinearity among the research variables. This test is based on the inner Variance Inflation Factor (VIF) values, which must be < 5. The following table shows the inner VIF values for the independent variables:

Table. 4 Values of the Variance Inflation Factor (VIF)

Variable	TL	OT	PSM	IP
TL	2.452	1.000	1.000	
OT	2.927			
PSM	1.651			
IP				

A collinearity test using VIF (<5) indicates that all variables meet the criterion, confirming no multicollinearity issues and that the model is suitable for further analysis.

Discriminant validity

Discriminant validity is assessed using cross-loadings, where each indicator must load higher on its construct than on others (Hair et al., 2019). The HTMT results are presented in the following table.:

Table. 5 HTMT Ratio

	<i>IP</i>	<i>OT</i>	<i>PSM</i>	<i>TL</i>
<i>IP</i>				
<i>OT</i>	0.881			
<i>PSM</i>	0.669	0.678		
<i>TL</i>	0.677	0.853	0.562	

The table shows that all indicators meet discriminant validity criteria, as each loads highest on its respective construct (TL, OT, PSM, and IP) compared to others.

Internal Consistency Reliability

Internal consistency reliability is assessed using composite reliability and Cronbach's alpha, with values > 0.60 indicating reliability (Hair et al., 2017). The results are presented in the following table:

Table. 6 Composite Reliability and Cronbach's Alpha Values

Variable	Composite Reliability	Cronbach's Alpha
TL	0.921	0.907
OT	0.857	0.851
PSM	0.896	0.870
IP	0.930	0.928

Based the table shows that all variables have composite reliability and Cronbach's alpha values above 0.60, indicating that the measures are reliable and suitable for further analysis.

3.2 Inner Model

The inner model is evaluated to examine relationships among variables using path coefficients, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) (Hair et al., 2019). Hypothesis testing is conducted using PLS-SEM with SmartPLS 4. The tested model is illustrated in the following diagram:

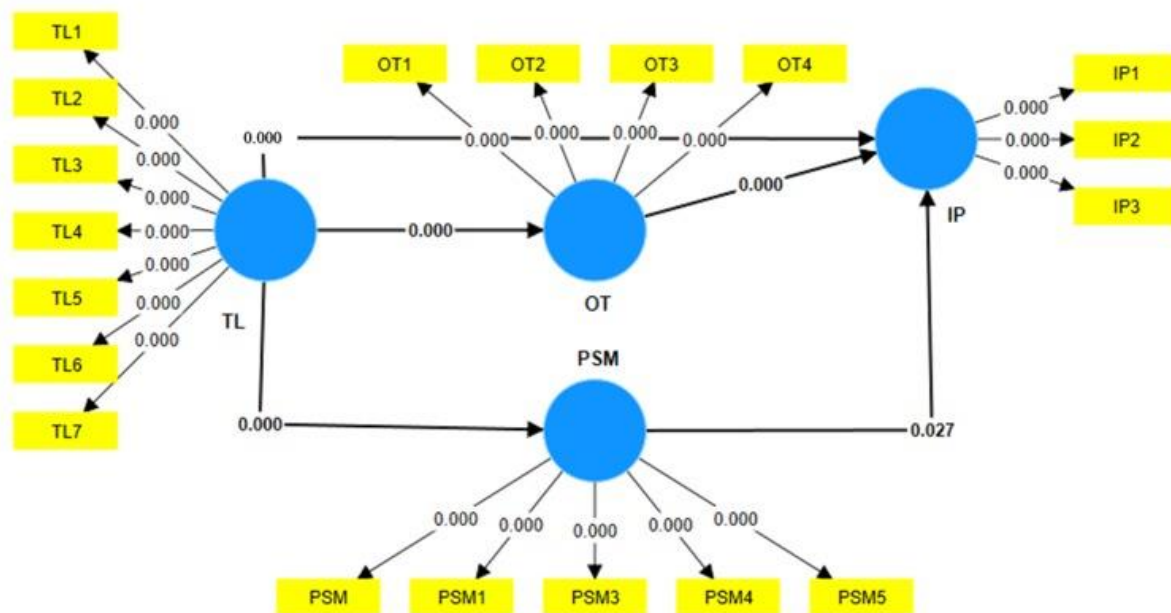


Figure 1. Inner Model Result

Path Coefficient

Path coefficient analysis is conducted to determine the direction and strength of the relationships between variables in the research model. A positive path coefficient indicates a positive relationship.

Table. 7 Path Coefficient Value

Effect	Coefficient
TL -> IP	0.050
TL -> OT	0.768
TL -> PSM	0.521
OT -> IP	0.600
PSM -> IP	0.233
TL -> OT -> IP	0.461
TL -> PSM -> IP	0.122

The results of the analysis indicate that all relationships between variables have positive coefficients, meaning that an increase in TL, OT, and PSM is associated with an increase in IP.

Coefficient of Determination (R²)

The coefficient of determination (R²) is used to assess the ability of independent variables to explain the dependent variable.

Table. 8 Coefficient of Determination (R²) Value

Variable	R-Square
TL	0.437
OT	0.589
PSM	0.272
IP	0.650

An R² value of 0.650 indicates that TL, OT, and PSM explain 65% of the variance in IP, reflecting strong explanatory power. Effect size (f²) assesses the impact of each independent variable by examining changes when a variable is removed. According to (Hair et al., 2019) f² values are classified as small (≥ 0.02), medium (≥ 0.15), and large (≥ 0.35). The results are presented in the following table:

Table. 9 Effect Size (f²) Value

Item	TL	OT	PSM
TL	0.029	1.435	0.373
OT	0.351		
PSM	0.094		

Based on table above, the f-square value indicates that TL has a significant impact on OT and a

moderate impact on PSM, but only a small contribution to other variables. Meanwhile, OT has a significant impact on IP, while PSM has only a small impact. Thus, the greatest influence in the model is found in the relationship's TL → OT and OT → IP, while other relationships vary from small to moderate.

Predictive Relevance (Q²)

A predictive relevance test was conducted to determine the model's ability to predict the endogenous variables. The analysis results show that all variables have positive Q² values, so it can be concluded that the research model has good predictive power regarding the variables OT, PSM, and IP.

Table. 10 Cross-validated redundancy value (Q²)

Variable	Q-Square
TL	0.352
OT	0.570
PSM	0.227
IP	0.371

All variables show positive Q² values (>0), indicating the model's predictive relevance for OT, PSM, and IP. Higher Q² values reflect stronger predictive power, with OT (0.570) exceeding PSM (0.227). TL demonstrates predictive ability for both variables, which together contribute to predicting IP. Overall, the model exhibits good explanatory and predictive power, confirming its practical validity in representing real conditions.

3.2 Hypothesis Testing

Hypothesis testing was performed using the bootstrapping procedure with a significance level of 5% (t-statistic > 1.96). The results of the hypothesis testing are shown in the following table.

Table. 11 Hypothesis Testing

Hypothesis	Path	Coefficient	T-statistic	P-value	Result
H1	TL → IP	0.582	5.949	0.000	Supported
H2	TL → OT	0.768	13.022	0.000	Supported
H3	TL → PSM	0.521	9.832	0.000	Supported
H4	OT → IP	0.600	4.284	0.000	Supported
H5	PSM → IP	0.233	2.215	0.027	Supported

The results show that all hypotheses are supported, as t-statistics exceed 1.96 and p-values are below 0.05. TL, OT, and PSM have positive and significant effects on IP. Mediation effects were

examined using bootstrapping based on specific indirect effects. The results are presented in the following table:

Table.12 Specific Indirect Effect Value

Indirect Influence	Coefficient	T-statistics	P values	Conclusion
TL -> OT -> IP	0.461	3.624	0.000	Signifikan
TL -> PSM -> IP	0.122	2.110	0.035	Signifikan

3.3 Discussion

Effect of Transformational Leadership on Individual Performance

The results indicate that TL has a positive and significant effect on IP ($\beta = 0.582$; $t = 5.949$; $p < 0.05$). This finding confirms its role as a driver of performance through vision internalization, inspirational motivation, and individualized consideration, which enhance engagement and work quality. In the Babinsa context, leadership is not only instructive but also transformative, fostering commitment, dedication, and the ability to exceed formal standards. This is particularly relevant in complex and dynamic tasks that require adaptability, social communication, and strong responsibility. TL is a key factor in performance, particularly in public and military contexts. Empirically, high mean scores for TL and IP indicate positive perceptions among respondents, suggesting an alignment between leadership effectiveness and performance improvement and reinforcing the hypothesised relationship. Riadi et al., (2025) found that job satisfaction and TL influence employee performance, which affects retention. However, TL does not affect performance directly, but indirectly via motivation rather than organisational culture. These findings imply that improving performance requires optimising leadership to enhance employee motivation. This is supported by Lutfi et al, (2018) who emphasise the importance of TL and motivation in improving employee performance.

Effect of Transformational Leadership on Organizational Trust

The results indicate that TL has a positive and significant effect on organisational trust ($\beta = 0.768$, $t = 13.022$, $p < 0.05$). This finding confirms its role in building trust through integrity, consistency, open communication and attention to the needs of members. In the context of the Babinsa, leadership is both structural and relational, fostering security, confidence and legitimacy in organisational policies. This is crucial in a hierarchical military setting where trust is fundamental to effective coordination and execution of tasks. Therefore, TL is a key factor in building organisational trust, particularly in public and military settings (Islam et al., 2020). Empirically, high mean scores on TL, especially with regard to individual attention, motivation, and inspiration, indicate effective leadership practices. This is reflected in strong organisational trust, as evidenced by perceptions of support, fairness, and reliability, thereby

reinforcing the causal link between leadership quality and trust.

These findings are consistent with previous studies indicating that TL has a positive impact on organisational trust. Leaders who demonstrate integrity, provide support and encourage open communication can enhance their team members' confidence in the organisation. Therefore, TL is a vital component in fostering trust, particularly in public and military settings where robust relationships and unwavering loyalty are essential (Khoerunnisa et al., 2025). TL enhances organisational citizenship behaviour. This indicates that stronger leadership fosters greater discretionary contributions from employees.

Effect of Transformational Leadership on Public Service Motivation

The findings indicate that TL has a positive and significant effect on PSM ($\beta = 0.521$, $t = 9.832$, $p < 0.05$), thus supporting Hypothesis 3 and suggesting that TL plays an important role in fostering dedication, service and commitment to society and the nation. For Babinsa personnel, PSM is crucial for carrying out territorial development duties. Leaders who can inspire, provide direction and instil a strong sense of purpose can boost their team's intrinsic motivation to contribute to the community optimally. These findings are consistent with previous studies indicating that TL has a positive and significant impact on motivation to serve in the public sector. Leaders who communicate a meaningful vision, provide inspiration and foster emotional engagement can strengthen their team's motivation to serve. PSM significantly impacts performance. In a study of 550 counsellors in China, Guan, (2025). found that PSM enhances performance both directly and through work engagement, with this effect being further strengthened by TL. These findings emphasise the importance of PSM in enhancing management and performance in higher education institutions. Supervisors with a higher level of PSM are more likely to exhibit ethical leadership. This, in turn, fosters a higher level of PSM among their subordinates, increasing their willingness to report unethical behaviour. Together, these results emphasise the broader role of PSM in shaping ethical conduct and performance outcomes within organisations.

Effect of Organizational Trust on Individual Performance

The results indicate that organisational trust has a positive and significant effect on IP ($\beta = 0.600$; $t = 4.284$; $p < 0.05$), thus supporting Hypothesis 4. These findings demonstrate that higher levels of trust enhance employees' sense of security, loyalty and commitment, thereby improving their performance. In military organisations, trust in leadership and the institution is critical to effectiveness. Members who feel supported and valued are more motivated to perform optimally, demonstrate responsibility and maintain a strong commitment to their duties. In the context of Babinsa, trust is particularly important

as it strengthens confidence in carrying out territorial responsibilities. These results emphasise the importance of trust in improving performance at individual and organisational levels, and are consistent with previous studies indicating that organisational trust enhances performance by fostering commitment and loyalty (Dirks & Ferrin, 2002; Colquitt et al., 2013). These findings suggest that organisational trust and employee treatment are more effective in reducing negative behaviours than in enhancing positive performance outcomes directly.

Effect of Public Service Motivation on Individual Performance

Public service motivation has a positive and significant effect on IP ($\beta = 0.233$; $t = 2.215$; $p < 0.05$), thus supporting Hypothesis 5. This finding suggests that an intrinsic desire to serve the public improves performance quality. For Babinsa personnel in particular, public service motivation is critical in carrying out territorial duties, as more motivated soldiers demonstrate greater dedication, responsibility and commitment. Consequently, stronger public service motivation leads to improved IP. This finding is consistent with previous research indicating that a motivation to undertake public service has a positive influence on IP. This is because higher motivation fosters stronger commitment and dedication, resulting in better performance (Koo et al., 2017). Empirically, high indicator scores categorise performance as 'good', supporting the hypothesis that public service motivation significantly enhances the performance of Babinsa personnel at Kodim 0816/Sidoarjo.

Previous studies have shown that a proactive personality has a significant influence on public service motivation (22.1%), with other factors explaining the remaining variance (Ersya & Mardianto, 2025). This highlights its importance in the recruitment, training and development of employees in public organisations. In Indonesia, the increasing number of public complaints (7,392 cases in 2023) suggests ongoing service issues, emphasising the impact of individual factors, particularly public service motivation, on organisational performance. Accordingly, this study emphasises the influence of a proactive personality on public service motivation among civil servants.

The Mediating Role of Organizational Trust on the Influence of Transformational Leadership on Individual Performance

The results show that organisational trust partially mediates the relationship between TL and IP, indicating direct and indirect effects through increased trust. TL fosters trust by demonstrating inspirational, consistent and value-based behaviours, and by developing strong interpersonal relationships. This builds members' confidence in the organisation's integrity, competence and goals. As trust increases, members become more motivated, committed and cooperative, ultimately enhancing performance. Therefore, organisational trust is a key psychological mechanism that strengthens the

impact of TL; without it, the effect tends to be less optimal (Islam et al., 2020). These findings are consistent with previous studies demonstrating that TL improves performance through vision, individual development, and interpersonal relationships. In public and military contexts that require high levels of trust, organisational trust acts as a crucial bridging factor (Latupapua et al., 2020).

The Mediating Role of Public Service Motivation on the Influence of Transformational Leadership on Individual Performance

The results show that PSM partially mediates the relationship between TL and IP. This indicates that there are both direct and indirect effects, which are mediated by enhanced motivation. TL fosters the internalisation of public service values, such as dedication, a focus on the public interest, and the pursuit of meaningful work, by inspiring and engaging members. As PSM increases, members demonstrate greater commitment and improved performance. Thus, PSM is a key psychological mechanism that strengthens the impact of leadership, although TL also has a direct influence, meaning the effect remains partial. These findings emphasise the significance of intrinsic values in public and military organisations, where a robust service orientation can bolster motivation and performance. Conversely, weakened values may impede the formation of PSM (Park & Han, 2025). Conversely, strengthening intrinsic values can reinforce PSM as a driver of performance and leadership effectiveness.

4. CONCLUSION

This study demonstrates that TL is a key driver of the performance of Babinsa personnel in territorial military units, exerting both direct and indirect effects via organisational trust and PSM. Organisational trust emerges as the strongest mediator, emphasising the role of trust-based relationships in translating leadership into effective performance. The model explains 65% of performance variance, suggesting that performance is influenced by structural, psychological, and relational factors. These findings support the integration of TL and social exchange theories, showing that leadership effectiveness is strengthened by trust and intrinsic motivation. In practice, leaders should prioritise trust-building, inspirational communication and the internalisation of public service values to enhance performance. Overall, sustainable military performance requires a synergistic approach combining leadership quality with strong psychological and relational foundations.

Leaders in Kodim 0816/Sidoarjo should continue to develop their TL skills by mentoring Babinsa through effective communication, motivation and attention to their needs, in order to strengthen working relationships and performance. Organisational trust must also be maintained through fair, consistent and transparent policies, as well as tangible support in field operations, since this plays a

crucial role in enhancing performance. Additionally, PSM should be reinforced by instilling values of dedication, loyalty, and responsibility through training, role modelling, and performance-based recognition. While TL directly influences performance, its impact is strengthened when supported by trust and PSM. Therefore, leaders must focus on both formal leadership practices and fostering a supportive environment, strengthening trust and enhancing members' intrinsic motivation, in order to achieve optimal performance.

Theoretically, future research is recommended to extend the model by incorporating additional mediating or moderating variables, such as organisational commitment, job satisfaction, work engagement or perceived organisational support, to provide a more comprehensive understanding of performance determinants. As this study focuses on Babinsa in Kodim 0816/Sidoarjo, future studies could examine other Indonesian Army (TNI AD) units or public sector institutions to improve generalisability. Future research could also adopt longitudinal designs to capture dynamic changes over time and improve our understanding of the effects of leadership. Additionally, combining quantitative and qualitative methods, such as interviews or case studies, is recommended to gain deeper insights into the relationships between variables in real-world contexts.

This study has several limitations. Firstly, the study focuses solely on Babinsa personnel in Kodim 0816/Sidoarjo, which limits its generalisability to other Indonesian National Armed Forces (TNI AD) units. Thus, broader regional coverage is required. Secondly, it only examines TL, organisational trust, PSM and IP, while other relevant factors remain unexplored. Thirdly, variations in respondent characteristics (e.g. age, length of service, and level of education) may influence perceptions, indicating the need for a more segmented analysis. Fourthly, reliance on questionnaires may introduce bias and limit depth, suggesting the inclusion of qualitative methods. Finally, the relatively small sample size may not be representative of the population as a whole, so future studies should involve larger and more diverse samples to improve accuracy and generalisability.

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