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Transformation of POLRI's Leadership Style in Managing the Unique Potential of Gen Z Personnel as a Foundation for Building a Positive Image of Traffic Police Accepted by the Public

Shinta Ayu Pramesti¹, Joko Setiono², Purwadi Wahyu Anggoro³

¹Sekolah Tinggi Ilmu Kepolisian, Indonesia, shintaaayup0103@gmail.com

²Sekolah Tinggi Ilmu Kepolisian, Indonesia, joko_setiono@ymail.com

³Sekolah Tinggi Ilmu Kepolisian, Indonesia, purwadi.tp94@gmail.com

Corresponding Author: shintaaayup0103@gmail.com¹

Abstract: The transformation of leadership styles within the Indonesian National Police (Polri) has become a strategic necessity amidst the growing dominance of personnel from Generation Z. This generation brings distinct characteristics from their predecessors, such as openness to technology, a preference for collaborative work patterns, and expectations for participatory and meaningful leadership. Meanwhile, Polri's traditional leadership style remains rooted in hierarchical, one-way command structures, often clashing with the expectations of Gen Z personnel. In the context of Traffic Police (Polantas), the successful management of this generation's human resources has a direct impact on public perception and the institutional image. This study uses a normative juridical method with a conceptual approach and analysis of the latest regulations, such as Law No. 2 of 2002 on the National Police, Polri Regulation No. 7 of 2022 on the Police Professional Code of Ethics and its Commission, and the Ministry of Administrative and Bureaucratic Reform Regulation No. 6 of 2022 on ASN Performance Management. The findings indicate that an adaptive leadership style grounded in values, technology, and two-way communication can address internal challenges while enhancing the image of Polantas as professional, humanistic, and transparent. Optimizing Gen Z's potential within Polri's organizational structure -especially in public service units like Polantas- requires organizational culture transformation, contextual training, and an accountable performance management system. The synergy between internal development and public participation is key to achieving long-term success in this transformation.

Keywords: Polri leadership, Generation Z, Traffic Police, institutional image, police reform

Abstrak: Transformasi gaya kepemimpinan di dalam Kepolisian Republik Indonesia (Polri) telah menjadi kebutuhan strategis di tengah dominasi yang semakin meningkat dari personel Generasi Z. Generasi ini membawa karakteristik yang berbeda dari pendahulunya, seperti keterbukaan terhadap teknologi, preferensi terhadap pola kerja kolaboratif, dan harapan akan kepemimpinan yang partisipatif dan bermakna. Di sisi lain, gaya kepemimpinan tradisional Polri masih tertanam dalam struktur komando hierarkis dan satu arah, sering bertentangan

dengan harapan personel Generasi Z. Dalam konteks Kepolisian Lalu Lintas (Polantas), pengelolaan sumber daya manusia generasi ini memiliki dampak langsung terhadap persepsi publik dan citra institusi. Studi ini menggunakan metode yuridis normatif dengan pendekatan konseptual dan analisis peraturan terbaru, seperti Undang-Undang Nomor 2 Tahun 2002 tentang Kepolisian Negara, Peraturan Polri Nomor 7 Tahun 2022 tentang Kode Etik Profesi Kepolisian dan Komisi-nya, serta Peraturan Menteri Reformasi Administrasi dan Birokrasi Nomor 6 Tahun 2022 tentang Manajemen Kinerja ASN. Temuan menunjukkan bahwa gaya kepemimpinan adaptif yang didasarkan pada nilai-nilai, teknologi, dan komunikasi dua arah dapat mengatasi tantangan internal sambil meningkatkan citra Polantas sebagai profesional, humanis, dan transparan. Mengoptimalkan potensi Generasi Z dalam struktur organisasi Polri –terutama di unit layanan publik seperti Polantas– membutuhkan transformasi budaya organisasi, pelatihan kontekstual, dan sistem manajemen kinerja yang akuntabel. Sinergi antara pengembangan internal dan partisipasi publik merupakan kunci untuk mencapai kesuksesan jangka panjang dalam transformasi ini.

Kata Kunci: Kepemimpinan Polri, Generasi Z, Polisi Lalu Lintas, citra institusi, reformasi kepolisian

INTRODUCTION

Demographic changes within the Indonesian National Police (Polri) have shown an increase in personnel from Generation Z, individuals born between 1997 and 2012 (Kurniawan, 2025). This generation has grown up in an environment saturated with digital technology, rapid access to information, and expectations for participatory values and social justice (Maharani, 2025). Their presence in the police force an institution characterized by a strong hierarchical structure and leadership traditions based on seniority creates unique dynamics in superior-subordinate relationships. This is not merely a matter of age differences, but also differences in thinking patterns, communication styles, and approaches to duties and responsibilities. Non-adaptive leadership risks creating a psychological gap between leaders and members of this new generation (Wicaksana, 2025).

Conventional leadership, which tends to be command-centric, instructional, and lacking in space for dialogue, becomes a challenge when applied to Gen Z personnel (Pujiyanto, 2022). They not only expect clear orders but also want to understand the context and objectives behind every directive. If the leadership style remains rigid and does not accommodate dialogue, there is a high likelihood of passive resistance, which reduces motivation and loyalty. In public organizations like the police, such situations can seriously affect the effectiveness of public service. This is especially true for task units that directly interact with the public, such as the Traffic Police. A leadership style mismatch with the psychological needs of personnel can weaken the institution's overall image.

The public image of the Traffic Police (Polantas) is not only determined by institutional policies but is also heavily influenced by the behavior of individual members on the ground (Pondalos, 2022). When Polantas members come from a generation that understands public expectations for transparency, accountability, and prompt service, yet are led with old patterns that stifle innovation, their potential contributions can be hindered. Many Gen Z personnel have technological skills, high creativity, and an understanding of digital communication that can be optimized to improve the image of Polantas (Badri, 2022). Misaligned human resource management with the characteristics of this generation can become a serious obstacle in efforts to transform public service into a more humane system.

The leadership styles relevant for addressing this challenge are transformational and adaptive leadership. Transformational leadership encourages leaders to inspire and motivate

members, rather than merely giving orders (Aulia, 2023). Leaders become figures who ignite a spirit of change within members, give meaning to every task, and build trust within the team (Patoni, 2023). In the police context, this means leaders at all levels must be able to read social situations and member characteristics, and develop approaches that prioritize trust and open communication (Arson, 2020). This does not mean undermining discipline but adjusting the way discipline is maintained to suit the psychological needs of the younger generation.

Meanwhile, adaptive leadership requires the ability to respond to changes in the organization's internal and external environment (Hanum, 2024). Adaptive leaders do not stick to a single method but continuously evaluate and adjust their leadership approach based on feedback from subordinates (Magfiroh, 2023). In the context of Gen Z personnel in the police force, adaptive leaders are those who recognize generational character differences and can bridge institutional expectations with individual development needs (Rimadhani, 2024). Adaptivity also includes the ability to leverage information technology, such as internal social media use, digital learning platforms, and rapid communication systems to support work efficiency (Andrie Firmansyah, 2025). This approach opens significant opportunities for Polri to reform itself from within.

The general characteristics of Gen Z reflect a need to be involved, appreciated, and given room to grow within an organization. They grew up with technology at their fingertips, are accustomed to multitasking, and are more comfortable with flat and open organizational structures (Laka, 2024). In a highly formal and bureaucratic environment like the police force, tensions between Gen Z's need for autonomy and the requirement to obey hierarchy can create friction. When they feel they are not given room to grow or that their voices are not valued, their loyalty may falter, and internal alienation may arise. On the other hand, when their character is recognized and well-managed, Gen Z can become catalysts for positive change within the institution (Parengkuan, 2020).

The values of professionalism and dedication in the police must still be upheld, but the methods for instilling them need to be adjusted to Gen Z's learning styles (Aditya, 2023). Compared to one-way lectures, they are more receptive to messages delivered through hands-on experience, simulations, mentoring, or visual and interactive approaches (Lumbu, 2025). This requires a transformation in the training and development methods at police educational institutions, as well as in the everyday organizational culture. Consequently, police leaders must become more sensitive to the evolving psychosocial trends within the organization. Otherwise, there will be a wide gap between the training system and real-world practice.

The functions and roles of the Indonesian National Police are legally stipulated in Law Number 2 of 2002, which states that the police function as a state tool in maintaining public order and safety, law enforcement, and as a protector, guardian, and public servant (Arif, 2021). These duties are complex and demand high adaptability to social dynamics. Generation Z, with its orientation toward speed and efficiency, has the potential to drive acceleration in public services, including traffic matters which are closely tied to the public. Unfortunately, if this legal role is not interpreted through a leadership style that stimulates engagement, then these values will remain at the normative level.

Police Regulation Number 2 of 2021 technically regulates the organizational structure and working procedures at the district (Polres) and sub-district (Polsek) levels, which are the frontlines of public service. This is where leadership transformation and HR management become especially critical because this level sees the most direct and frequent public interaction (Heri, 2019). The role of the Traffic Police under this structure requires a leadership model that is not only disciplined but also flexible in its approach. As Gen Z begins to fill frontline roles, the transformation of performance management, training, and development systems becomes highly relevant to strengthen professionalism.

The Traffic Police's function is not only to manage traffic but also to be the public face of the police institution in shaping public perception. When traffic officers encountered on the streets display a friendly, competent, and responsive attitude, public trust in the police increases. Gen Z, with its digital potential and ability to adapt to modern communication patterns, can strengthen this image if managed through supportive and communicative leadership. This is not just a matter of regeneration but a sustained institutional transformation through the utilization of the positive characteristics of the new generation. A combination of regulation, leadership theory, and recognition of human potential will become a solid foundation in building public trust.

METHOD

This research uses a normative juridical method, which is a legal research approach that focuses on the study of written legal norms as the primary basis for analyzing the issue being raised. The main focus is on examining legislation, legal doctrines, general principles, and relevant legal literature to understand the dynamics of leadership transformation within the police in the context of managing Generation Z personnel. This approach is chosen because the problem being studied is closely related to normative aspects and institutional policies set by the state, especially within the framework of the police's institutional duties and functions as law enforcers and public servants. Primary legal sources used include Law Number 2 of 2002 on the Indonesian National Police, Police Regulation Number 7 of 2022 on the Code of Ethics and the Ethics Commission of the Police, Police Regulation Number 2 of 2021 on the Organizational Structure and Work Procedures at the Polres and Polsek levels, and Minister of Administrative and Bureaucratic Reform Regulation Number 6 of 2022 on ASN Employee Performance Management. In addition, the analysis is also supported by secondary legal sources such as legal journals, academic books, and relevant previous research. This method allows the author to deeply examine how existing legal norms and policies can be used as a foundation to formulate effective, responsive, and sustainable leadership transformations in managing Gen Z human resources within the police force, particularly in improving the professionalism and public image of the Traffic Police.

RESULT AND DISCUSSION

Transformation of Police Leadership Style in Managing Gen Z Personnel

The conventional leadership style that has long dominated the Indonesian National Police (Polri) institution is essentially rooted in militaristic traditions and a one-way command culture. The leader is considered the sole source of instructions and directives, while subordinates tend to be given no space to discuss or express their views openly. In the context of previous generations, this approach was deemed normal and effective in maintaining discipline and a hierarchical organizational structure. However, when this kind of approach is applied to personnel from Generation Z, various communication barriers and a decline in internal motivation emerge. An overly rigid leadership structure causes younger members to feel unheard, unappreciated, and underdeveloped within the institution.

The dominance of seniority in conventional leadership also creates a generational gap within the institution. Seniors are often regarded as the holders of truth based on their length of service, rather than the relevance of their ideas or competencies. For Gen Z personnel, who highly value equality and role clarity, this situation can trigger frustration and a skeptical attitude toward the existing system. They tend to reject work methods that are considered irrational or lacking in transparency, even if these methods are traditional in the Polri environment. This tension risks causing disharmony within work teams and reducing effectiveness in public service, especially in units like Traffic Police that require high levels of cooperation and agility.

Adaptive leadership becomes one of the relevant solutions to bridge generational differences and enhance synergy within the organization (Nahnudin, 2023). This model requires a leader not only to give instructions but also to listen to the aspirations of their subordinates and adjust their approach based on the situation and the individual characteristics of those being led. In the context of Gen Z personnel, this leadership style fosters a sense of ownership over tasks and a feeling of being valued as part of the system. Leaders who adopt this approach generally have a coaching-oriented style, in which they guide more than command. The working relationships that develop tend to be more collaborative and mutually reinforcing.

Leaders who understand technology and can adapt to digital systems have a particular advantage in managing Gen Z personnel. This generation is very accustomed to technology and expects efficiency and speed in every work process. When a superior understands how digital systems work, such as coordination apps, online reporting, or internal communication platforms, the trust and respect from younger members increase. This accelerates the integration and professional development process among them. Digital-savvy leadership also opens opportunities for innovation in the public service sector, which increasingly demands a modern and responsive approach.

Open communication is a fundamental pillar in building trust between leaders and members, especially Gen Z, who are more expressive and critical. They want to understand the reasoning behind every policy, not merely follow orders. When a leader is willing to explain, accept feedback, and even admit mistakes, the working relationship becomes more equal and respectful. Such transparency creates a healthy organizational climate and strengthens internal loyalty. An open communication model also helps reduce misunderstandings and increases clarity regarding each team member's role.

In developing a more suitable leadership style, it is also important not to ignore the principles of professional ethics and discipline that form the foundation of the Polri institution. Professional ethics are not merely written rules, but values instilled to shape the character and integrity of members. Generation Z is very responsive to approaches that emphasize moral values and social responsibility, as long as those values are conveyed in a relevant and non-patronizing way. Leaders who can translate ethical values into real actions in the field will be more respected than those who merely issue verbal commands. Ethics that are applied consistently also serve as a crucial guide in maintaining professionalism, especially in public service tasks that involve frequent interaction with the community.

Regulation of the Indonesian National Police Number 7 of 2022 on the Code of Ethics and the Police Ethics Commission serves as a crucial legal foundation in the personnel development process within Polri, including for those from Generation Z. This regulation strengthens an internal oversight system based on the values of integrity and accountability. Through this regulation, leaders are expected to function not only as work supervisors but also as role models in upholding ethics and professional conduct. Violations of the code of ethics are no longer handled solely within individual units but can be brought to a more open ethical forum, thereby fostering trust in a fair and transparent development system. This approach instills awareness that integrity is not just an obligation but also a vital asset in carrying out duties.

Development efforts for Gen Z personnel must focus on strengthening the value of integrity, not merely enforcing formal rules. They are not easily submissive to rules that don't make sense but can be very disciplined if the value of those rules is understood and believed to be right. Leaders who understand the psychology of this generation will not rely solely on punitive measures but will combine value reinforcement with exemplary conduct. Discipline that grows from personal awareness is far more enduring than discipline based only on fear of

sanctions. In the long term, this approach will shape a more positive and sustainable work culture within the police institution.

The integration of adaptive leadership, value-based development, and technology utilization creates a new foundation for the Indonesian National Police in facing the changes of the times. The transformation of leadership style is not just about following trends, but a strategic necessity to ensure that every generation, including Gen Z, can work optimally within a complex and dynamic system. This transformation requires commitment from all leadership levels within Polri to relearn and abandon outdated approaches that are no longer relevant. When leadership becomes more humane, inclusive, and value-based, public trust in the institution will naturally grow. The Traffic Police, as the front line of service, will become the new face of Polri one that is not only firm but also modern and trusted.

Managing Gen Z's Potential to Build a Positive Image of the Traffic Police (Polantas)

Public perception of the Traffic Police (Polantas) is still overshadowed by stereotypes that harm the police institution. In many surveys and daily public experiences, Polantas is often associated with illegal levies, arrogance, or discriminatory behavior. This image does not always reflect the overall reality, but the negative perception continually shaped by the bad experiences of some members of the public poses a serious challenge in building public trust. Perception is not only the result of individual actions but also an institutional representation that reflects how service is consistently delivered in the field. If not handled strategically, this stereotype will hinder the transformation of the police force into a modern and humanistic institution.

Public expectations of Polantas have undergone a significant shift, especially since information openness and social media have become part of daily life. The public no longer judges police officers solely by their firmness, but also by their humanistic attitude, transparency in action, and willingness to communicate honestly. In this regard, Polantas is expected to be the representation of Polri that is professional yet approachable and open to dialogue. Service based on respect for the rights of road users has become the new standard demanded by the public. A positive image of Polantas cannot be built only through slogans, but through direct public experience in interacting with empathetic and fair officers.

Polri personnel from Generation Z who grew up with digital technology have the advantage of introducing innovation to public service. They adapt more quickly to app-based systems, real-time data, and automation that can support traffic duties more efficiently. The use of software for electronic ticketing systems (ETLE), traffic management based on CCTV, and congestion point mapping through data analysis are highly relevant areas of contribution for Gen Z. Such innovations not only improve work efficiency but also demonstrate Polantas's seriousness in responding to the challenges of the times. When services become faster and more accurate, the public will feel the improvement in quality and begin to change their perception of the institution.

Social media is one of the most strategic tools in forming a healthy relationship between Polantas and the public, particularly through the involvement of Gen Z personnel. This generation has high digital literacy and understands the importance of two-way communication. When Polantas personnel actively provide education, clarification, and even respond to complaints through platforms such as Instagram, TikTok, or X (Twitter), the institution's image becomes more approachable and grounded. Polantas is no longer seen as rigid and distant but as part of the community that is responsive and willing to listen. This approach has great potential to strengthen social legitimacy and foster a sense of public ownership of police duties.

The digital communication carried out by Gen Z personnel also enables the development of more empathetic service approaches. Rather than simply conveying information or

regulations, they can create educational narratives that are easy to understand and relatable. Visual content such as short educational videos or live Q&A sessions becomes an effective bridge for conveying legal messages in a light yet meaningful way. Creatively packaged traffic education can reduce violations because the public understands the reasons behind the rules. This emphasizes that managing Gen Z's potential is not only an internal matter but also an external strategy tool to reach a broader audience.

Development strategies for Gen Z personnel should be directed toward training models that balance values and technology. Values such as professionalism, integrity, and public service should not only be delivered through lectures but must be integrated into digital simulations, game-based training, and online learning platforms. The Ministry of Administrative and Bureaucratic Reform has regulated this mechanism generally in Ministerial Regulation No. 6 of 2022, which emphasizes the importance of talent management, competency development, and performance evaluation based on digital systems. As a state institution, Polri should adapt this approach to make training more aligned with how younger generations learn.

Technology-based training programs tailored to Gen Z personnel's needs could include the use of virtual reality (VR) for traffic management simulations or empathy training through digital interaction. When training is made engaging and applicable, participation levels increase and the learning outcomes become more meaningful. This technology also allows for real-time individual progress monitoring, which is very useful in building a fair and transparent evaluation system. In the long term, such programs can boost Gen Z personnel's confidence and encourage them to be more innovative in their daily duties. Technology-based education also encourages continuous renewal in line with evolving public needs.

Performance management that adapts to Gen Z characteristics must also refer to the spirit of meritocracy and constructive feedback. The performance evaluation system should not be merely administrative but must reflect actual contributions, personal initiatives, and the ability to adapt in the field. Ministerial Regulation No. 6 of 2022 provides a framework for ASN performance management systems that can be adapted within Polri's structure, including the use of performance management information systems (e-kinerja). This system enables rewards and punishments to be administered objectively, without the influence of seniority bias. When a performance-based incentive and recognition system is well-implemented, Gen Z personnel will feel appreciated and motivated to keep growing.

A positive image of Polantas is not something that can be created solely from the top down but must grow from within and be supported by a leadership system that understands its generation. Technological transformation, digital communication, and values-based training will strengthen Polantas's role as a symbol of public service that is clean, responsive, and transparent. When Generation Z is given space to innovate and appear in public spaces, they will not only become police officers performing their duties but also agents of change capable of building public trust in Polri. This process requires continuity and institutional courage to reform—not only structurally but also culturally. The future of Polantas being trusted by the public heavily depends on how this young potential is wisely managed and empowered.

CONCLUSION

The transformation of Polri's leadership style in facing the dynamics of Generation Z is a strategic step that must be taken in order to address the increasingly complex challenges of professionalism and public service. The characteristics of Gen Z—adaptability to technology, appreciation for openness, and a thirst for meaningful work—are valuable assets if managed with the right leadership approach. A participative, coaching-oriented, and digital-savvy leadership model not only aligns better with the work culture of this generation but also creates a supportive, innovative, and responsible work environment. In the context of the Traffic

Police, the presence of Gen Z personnel trained with a values- and technology-based approach will improve service quality and organically enhance the institution's image. Awareness of the importance of building two-way relationships between the public and the Traffic Police through digital communication and data-based services is part of a new professionalism that must be adopted continuously.

The internal reform carried out by Polri, both in the form of strengthening legal structures such as through the implementation of Perpol No. 7 of 2022, and the integration of meritocracy principles based on Ministerial Regulation of the Ministry of Administrative and Bureaucratic Reform No. 6 of 2022, is an initial foundation that needs to be continuously reinforced. Personnel development should not stop at compliance with regulations, but must be directed at strengthening integrity and empathy instilled through a values-based training system. A development strategy that not only emphasizes discipline but also focuses on the development of personal potential and creativity will have a direct impact on improving the quality of interaction between the Traffic Police and the community. With this approach, the Traffic Police will not merely act as law enforcers on the road, but will also grow into the humanistic face of Polri that is trusted by the public and becomes a symbol of Indonesian police reform that is adaptive to the times.

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