

# THE EFFECT OF MOTIVATION, WORK ENVIRONMENT AND LEADERSHIP STYLE ON WORK ACHIEVEMENT THROUGH THE PERFORMANCE OF MEMBERS OF THE TRAFFIC DIRECTORATE RIAU ISLANDS POLDA

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## Abstract

Based on the Preamble of the 1945 Constitution, it has been clearly stated that the purpose of the Republic of Indonesia is to protect the entire Indonesian nation and all of Indonesia's bloodshed, promote public welfare, educate the nation's life, implement world order based on freedom, eternal peace and social justice. The police have an important role in the state order, where the role of the police is to assist the state in enforcing the regulations contained in the law. One of the rules enforced by the police is the rules in traffic, considering that the mobilization of people with vehicles is increasing rapidly, the greater the conflicts that occur in the world of traffic. This also applies to the Riau Islands Regional Police which is under the auspices of the Riau Islands Police Traffic Directorate.

Keywords: *Peace, Traffic, Police*

## 1. INTRODUCTION

The achievements of the Directorate of Traffic of the Riau Islands Police were generated by the increased performance of the Directorate of Traffic of the Riau Islands Police itself. This achievement is inseparable from the performance of Ditlantas members who have positive motivation both from within and from their environment, as well as leaders who are responsible to their subordinates.

The police have a special responsibility to maintain order and security in the country. In accordance with Article 2 of Law Number 2 of 2002 which states that the function of the National Police as one of the tools of the State government is in the field of maintaining public security and order, law enforcement, protection, protection and service to the community. For the sake of carrying out this function, Polri is required to carry out a concrete action. Not only in efforts to eradicate crime, but also in the form of efforts to prevent crime, so as to create a just, peaceful and peaceful society.

According to Wibowo (2014), "Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy". It is inseparable from the duties of the police, the ultimate goal is also to increase performance. In improving performance, it is still necessary to apply strict discipline, good leadership style and the provision of compensation such as sufficient remuneration. This is done to avoid various forms of fraud that can occur within the police agency which are caused either by the lack of or not the discipline of the police apparatus, the lack of wisdom of the leadership and the result of the low form of compensation given, all of which have an impact on the low performance of the police. One that influences the level of success of a police agency is the performance of the

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police officers themselves. Police performance is an action taken by members of the police in carrying out their work as mandated by the people by developing the tasks assigned by the agency. Thus, the performance of members of the Police is very important in the effort to achieve the goals that have been set in accordance with the vision and mission of the police. Polri uses performance as a strategic instrument to measure the ability of its members to carry out their duties in accordance with the laws that govern them. The performance of Polri members is very important in the effort to achieve the goals that have been set in accordance with the police's vision and mission. Polri uses performance as a strategic instrument to measure the ability of its members to carry out their duties in accordance with the laws that govern them. The performance of Polri members is very important in the effort to achieve the goals that have been set in accordance with the police's vision and mission. Polri uses performance as a strategic instrument to measure the ability of its members to carry out their duties in accordance with the laws that govern them.

Work motivation is given to encourage the performance of police officers so that they can work optimally and be disciplined in carrying out tasks given by superiors. Work motivation is provided in the form of attention, direction, and inspiration that can build the morale of police officers to be more active in their work, so that the expected goals can be achieved. However, having performance motivation alone is not enough, without the support of discipline and an effective leadership style.

If individuals within an agency, namely its human resources, can run effectively, then the agency will continue to run effectively, in other words, the provisions for the continuity of a police agency are determined by the performance of its members. The importance of growing motivation for members in the work environment will have a positive impact on the performance of both personnel and organizations. Motivation will help employees in increasing work enthusiasm so that it will eventually form good employee character.

According to Busro (2018: 51) motivation is a driving force from within the individual to carry out certain activities in achieving goals. By providing the right motivation, employees will be encouraged to do their best in carrying out their duties. They believe that with the success of the organization in achieving its goals and various kinds of targets, then their personal interests will also be maintained. Motivation is one of the factors that encourage someone to carry out certain activities, every activity carried out by someone must have a factor that encourages this activity. (Rivai and Jauvani, 2011:837).

## **2. LITERATURE REVIEW**

The term motivation comes from the Latin word *movere*, which means "to move". Motivation in management is generally only intended for human resources and especially for subordinates. Motivation itself is the most decisive factor for an employee at work. Even though the maximum ability of employees is accompanied by adequate facilities, if there is no motivation to encourage employees to work according to goals then the work will not work according to goals. Some opinions regarding motivation (Winardi, 2016: 65) that motivation is a potential force that exists within a human being, which can be developed by himself or developed by a number of outside forces which essentially revolve around monetary rewards and non-monetary rewards,

The definition of motivation is the question of how to encourage subordinate work enthusiasm, so that they want to work hard by providing all abilities and skills to realize company goals (Hasibuan, 2017: 78). Based on the definitions according to the experts above, it can be concluded that employee motivation is encouragement from within and from outside a person to take an action to achieve a predetermined goal in an organization.

The theory of the hierarchy of needs states that a person's motivation is based on two assumptions, namely: a person's needs depend on what he already has and is seen from the

importance and strongest needs according to the time, circumstances and experience concerned (Robbins & Coulter, 2017:48). The five levels of needs in Maslow's hierarchy (Mangkuprawira, 2014:61) above are as follows:



**Figure 2.1 Maslow's Hierarchy of Needs**

**1. Physiological Needs**

Related to the main, basic and essential needs that must be met by every human being to maintain himself as a creature, these needs include for example: air, food, drink, clothing, shelter or lodging, rest, sexual fulfillment. Specific factors that must be considered by people include, for example: air conditioning and light, salary and wages, (equal or greater than the regional wage, UMR), cafeteria (provision of food and drinks). Physiological needs have the following number of characteristics:

- a. They are relatively independent of one another.
- b. In many cases they can be identified by a special location in the body.
- c. In an affluent culture, such needs are not unusual motivators.
- d. Finally it can be said that they must be fulfilled repeatedly in a relatively short period of time, so that they can be fulfilled.

If physiological needs are not met they will be more pronounced than other needs. So it is more said that an individual who has nothing in life is likely to be motivated by physiological needs.

**2. The Need for Security**

If the physiological needs are adequately met, then the needs at the next higher level, namely the need for safety, begin to dominate human needs. Security needs must be seen in a broad sense, not only in terms of physical security but physiological security and fair treatment in one's job or position. Because the satisfaction of this need is primarily associated with one's wealth. Security needs are related to job duties. This need is related to the need for security and self-protection, threats or interference from outside. These needs include for example: security, safety, protection, competence, and stability. Specific factors that people must pay attention to include, for example: work safety, welfare, salary and wage increases, and working conditions.

**3. Social Needs** These needs are human needs to be part of a group, to love and be loved by others and to be friends. Humans basically always want to live in groups and no human wants to live alone in a remote place. Because humans are social beings, it is clear that they want social needs which consist of four groups, namely:

- a. Needs as a member of a group or a sense of acceptance in the group.
- b. The feeling of wanting to be respected, because every human being feels important.
- c. The need for a feeling of progress and no one enjoys failure.

**4. The Need for Appreciation** This need is related to the human desire to be respected and valued by others according to their abilities and want to have status, recognition and prestige awards arising from achievements, but this is not always the case. Achievement

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and status are manifested by many things that are used as status symbols. This need means respect for oneself and respect for others, including for example: appreciation, recognition, status, prestige, power, and the feeling of being able to get things done. Specific factors that must be considered by the organization include, for example: title (name) assignment, creativity, progress in the organization, prestige at work. Competitive desire or desire to stand out, to surpass the achievements of others is said to be a universal human trait. The basic need for this award, if properly utilized can lead to extraordinary organizational performance. These esteem needs are rarely completely satisfied; one might even say that they are insatiable.

### 3. RESEARCH METHOD

This research approach uses correlational research (correlational research), which is a study conducted with the aim of detecting the extent to which variations in a factor are correlated with one or more other factors. The approach in this study is Cross Sectional, which examines the independent variables and the dependent variable simultaneously at a certain time (Sinulingga, 2016: 87). The nature of this research is research that explains the causal relationship between variables through hypothesis testing. This is consistent with the research objective, which is to explain the causal relationship that occurs between exogenous and endogenous variables by testing the hypothesis.

#### 3.1. Location and Time of Research

##### Research sites

This research was conducted at the Traffic Directorate of the Riau Islands Regional Police on Jalan Jl. Hang Jebat No. 81 Batu Besar Kec. Nongsa, Batam

##### Research time

This research starts from April 2022 to August 2022. The order of conducting the research is described as follows:

**Table 3.1 Research Schedule**

No	Research Activity Stage	Month																			
		April 2022				May 2022				June 2022				July 2022				August 2022			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Literature Search																				
2	Submission & examination of proposals																				
3	Data collection & processing																				
4	Data analysis & conclusion																				
5	Thesis writing																				
6	Thesis guidance																				
7	Thesis exam																				

### 3.2. Research Variables and Operational Definitions of Variables

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#### Research variable

The variables operated in this study use three independent variables, namely the first independent variable motivation (X1), the second independent variable work environment (X2), the third independent variable leadership style (X3), the first dependent variable Performance (Y1) and the second dependent variable work performance (Y2).

#### 2. Variable Operational Definitions

In order to provide a clear picture and facilitate the implementation of research, it is necessary to provide definitions of the variables to be studied as a basis for making the following questionnaires:

**Table 3.2 Variable Operational Definitions**

Variable	Definition	Indicator	Scale
Motivation (X1)	willingness to carry out high efforts to achieve organizational goals conditioned by the ability of efforts to meet certain individual needs	1. Confession 2. The Job Itself 3. Responsibility 4. Progress 5. Supervision 6. Wages 7. Working Conditions 8. Company policy and administration (Herzberg in Siagian, 2013)	Likert
Work environment (X2)	everything that is around the workers and that can affect him in carrying out the duties he carries out or is his responsibility.	1. Lighting in the workspace 2. Air circulation in the workspace 3. Noise 4. Use of color 5. Humidity 6. Facility (Robbins in Sedarmayanti, 2017)	Likert
Leadership Style (X3)	Leadership style is a way for a leader to influence the behavior of subordinates that aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals	a. Personality b. Manager's expectations and behavior c. Characteristics d. Task needs e. Organizational climate and policies f. Peer expectations and behavior (Reitz in Rahayu, 2017)	Likert
Employee Performance (Y1)	Performance is the result in quantity and quality achieved by an employee in carrying out his work duties in accordance with the responsibilities given to him.	SMK (Performance Management System) Member of POLRI (Perpol No 2 of 2018)	Ordinal
Work performance (Y2)	work performance as a person's level of proficiency in the tasks that include the work, the understanding of the weight of the individual's ability to fulfill the conditions in the job	a. quality of work b. Work quality c. toughness d. Attitude (Flippo in Sunyoto, 2019)	Likert

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Source: Author Processed, 2022

### 3.3. Population and Sample/type and Data Source

#### 1. Population

Population is a group of research elements, where the element is the smallest unit w  
source of the required data. Elements can be analogous as units of analysis, as long as business research data collection is carried out only to respondents. The population in this study is 120 members of the Traffic Directorate of the Riau Islands Police.

#### 2. Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018). What is learned from the sample, the conclusions will be applicable to the population. To get a sample that describes the population, this study used a saturated sampling technique (census) where the entire population was used as the research sample. The number of samples (n) in this study were 120 members of the Traffic Directorate of the Riau Islands Police.

#### 3. Types and Data Sources

Based on the theory put forward there are two types and sources of data, namely:

- Primary data is data obtained or collected by researchers directly from the data source. To get primary data, researchers must collect it directly. Techniques that can be used include observation, interviews, focused discussions and distribution of questionnaires.
- Secondary data is data that comes from existing company records at the company and from other sources, such as agency history, agency vision and mission.

### 3.4. Data Collection Techniques

According to Sinulingga (2017: 88) a questionnaire is a form of data collection instrument in a written question format equipped with a column where the respondent will write answers to questions/statements directed at him.

### 3.5. Data analysis techniques

Data analysis techniques in a study use two statistical approaches, namely descriptive statistics and inferential statistics. The data analysis technique used to test the hypothesis in this study is Descriptive Analysis and PLS (Partial Least Square) Analysis.

### 3.6. Descriptive Analysis

Descriptive analysis provides an overview or description of each variable seen from the average value (*mean*), standard deviation, maximum and minimum (Ghozali, 2015:45).

## 4. RESULTS AND DISCUSSION

Descriptive analysis in this study is an explanation of the results of primary data collection in the form of questionnaires that have been filled out by research respondents. Respondents in this study were 120 members of the Riau Islands Police Traffic Directorate.

### 4.1. Characteristics of Respondents Based on Gender

**Table 4.1**  
**Characteristics of Respondents based on Gender**

Characteristics		Amount	%
Type	Man	99	82.5
Sex	Woman	21	17.5
Total		120	100

Source: Primary data processed, 2022



Based on Table 4.1 it can be seen that the respondents in this study were dominated by male sex as many as 99 respondents (82.5%), and the remaining 21 respondents (17.5%) were female.

#### 4.2. Characteristics of Respondents Based on Education

Table 4.2

Characteristics of Respondents Based on Education

Characteristics			Amount	%
Education	Equivalent School	High	78	65.0
	Undergraduate (S1)		29	24,2
	Postgraduate (S2)		13	10,8
Total			120	100

Source: Primary data processed, 2022

Based on Table 4.2 it can be seen that the respondents in this study with high school education level totaled 78 respondents (65.0%), undergraduate education (S1) numbered 29 respondents (24.2%) and postgraduate education (S2) amounted to 13 people (10.8%). The fields of knowledge possessed by respondents with undergraduate and postgraduate (S2) educational backgrounds varied, including the fields of law, management, economics, information technology, and computer and network science.

#### 4.3. Characteristics of Respondents Based on Rank

Table 4.3

Characteristics of Respondents Based on Rank

Characteristics		Amount	%
Year s of service	AIPDA	15	12.5
	AIPTU	6	5.0
	AKP	6	5.0
	BRIGPOL	14	11.7
	BRIPDA	5	4.2
	BRIPKA	41	34.2
	BRIPTU	20	16.7
	IPDA	6	5.0
	IPTU	7	5.8
Total		120	100

Source: Primary data processed, 2022

Based on Table 4.3 it can be seen that the respondents in this study were respondents with the rank of AIPDA as many as 15 respondents (12.5%), respondents with the rank of AIPTU were 6 respondents (5.0%), respondents with the rank of AKP were 6 respondents (5.0%), respondents with the rank of BRIGPOL 14 respondents (11.7%) respondents with the rank of BRIPDA were 5 respondents (4.2%), respondents with the rank of BRIPKA were 41 respondents (34.2%), respondents with the rank of BRIPTU were 20 respondents (16.7%), respondents with the rank of IPDA were 6 respondents (5.0%), respondents with the rank of IPTU were 7 respondents (5.8%).

#### Descriptive Analysis of Respondents' Answers

The results of the characteristics of the respondents' answers based on the questionnaires distributed obtained the results of the respondents' answers based on the variables of work motivation, work environment, leadership style, performance and work achievements of members of the Riau Islands Regional Police Traffic Directorate.

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Descriptive statistical analysis of respondents' answers about work motivation variables is based on respondents' answers to statements such as those contained in the questionnaire distributed to respondents. Respondents' answers to variables in the form of questionnaires can be seen in Table 4.4 below:

**Table 4.4**  
**Results of Respondents' Answers to Work Motivation**

No	Statement	Frequency					Means
		S			S	TS	
1	Members feel happy when working or doing the tasks given	8	2	8			3.7
	Percentage (%)	0.0	0.0	0.0	.7	.3	
2	Members get encouragement to try to achieve good results at work	6	6	6	2		3.4
	Percentage (%)	0.0	3.3	6.7	0.0		
3	Members are able to take their own initiative in doing the task	4	6	8	2		3.7
	Percentage (%)	6.7	3.3	0.0	0.0		
4	Members achieve after understanding the importance of the work done	1	2	5	2		3.8
	Percentage (%)	2.5	0.0	7.5	0.0		
5	Members are responsible for the tasks they are entrusted with	4		7	6		3.7
	Percentage (%)	5.0	.5	9.2	3.3		
6	Members are encouraged to complete the work thoroughly, without delay	4		2	2		3.4
	Percentage (%)	6.7	.7	3.3	0.0	.3	
7	Members always try to work well and on time according to procedures	2	0	6			3.8
	Percentage (%)	3.3	6.7	0.0	.3	.7	
8	Members have the opportunity to develop their own capacities through education and training	0	8	9			3.8
	Percentage (%)	1.7	5.0	2.5	.8	.0	
9	The training that a member attends can develop a member's career	8	0	2	0		3.8
	Percentage (%)	0.0	6.7	6.7	6.7		
10	Members receive assistance						3.8



	and clear direction regarding the assigned tasks	3		7	3		1
	Percentage (%)	4.2	.0	9.2	0.8	.8	
11	Leaders exercise direct control over the work that I do	2	2	4	2		3.5
	Percentage (%)	3.3	0.0	6.7	0.0		7
12	The salary given makes members eager to improve performance	6	8	6			3.5
	Percentage (%)	6.7	0.0	3.3			0
13	Members are willing to be given an additional quantity of work outside working hours/overtime with additional wages	6	6	6	2		3.5
	Percentage (%)	6.7	3.3	0.0	0.0		7
14	Building relationships with fellow colleagues and leaders is one of the priorities in the office	8	0	2	2		3.5
	Percentage (%)	0.0	6.7	6.7	0.0	.7	3
15	The relationship between the agency where they work and other agencies is well established	2	9	9			3.5
	Percentage (%)	5.0	5.8	0.8	.7	.7	6
16	In completing the work, members have their own methods and authority that can be accounted for	2	9	8	1		3.5
	Percentage (%)	3.3	5.8	3.3	7.5		5
17	Administrative policies that apply to the office or place of work motivate members to work	2	9	9	0		3.5
	Percentage (%)	3.3	5.8	4.2	6.7		6

Source: Research Results, 2022 (Data processed)

The 1st statement regarding the statement members feel happy when working or doing the tasks given, the average answer value is 3.77 with the agree category with the highest answer value of 48 people answering strongly agree and neutral with a percentage of 40.0%.

The 2nd statement regarding members get encouragement to try to achieve good results at work obtained an average answer score of 3.63 with the agree category with the highest answer value of 56 people answering neutral with a percentage of 46.7%.

The 3rd statement regarding members being able to take their own initiative in carrying out tasks obtained an average answer score of 3.77 with the agree category with the highest answer value of 48 people answering neutral with a percentage of 40.0%.

The 4th statement regarding members achieve after understanding the importance of the work done obtained an average answer score of 3.85 with the agree category with the highest answer value of 51 people answering strongly agree with a percentage of 42.5%.

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Statement 5 regarding members being responsible for the tasks they are entrusted with obtained an average answer score of 3.79 with the agree category with the highest answer value of 54 people answering strongly agree with a percentage of 45.0%.

The 6th statement regarding members is motivated to complete the work thoroughly, without delay obtained an average answer score of 3.63 with the agree category with the highest answer value of 52 people answering neutral with a percentage of 43.3%.

The 7th statement regarding members always try to work well and on time according to procedures obtained an average answer score of 3.87 with the agree category with the highest answer value of 52 people answering strongly agree with a percentage of 41.7%.

The 8th statement regarding members having the opportunity to develop their own capacities through education and training obtained an average answer score of 3.83 with the agree category with the highest answer value of 50 people answering strongly agree with a percentage of 41.7%.

The 9th statement regarding the training that members participate in can develop a member's career obtained an average answer score of 3.80 with the agree category with the highest answer value of 48 people answering strongly agree with a percentage of 40.0%.

The 10th statement regarding members getting assistance and clear direction regarding the tasks assigned obtained an average answer score of 3.81 with the agree category with the highest answer value of 53 people answering strongly agree with a percentage of 44.2%.

The 11th statement regarding the leadership has direct control over the work that I do obtained an average answer score of 3.87 with the agree category with the highest answer value of 52 people answering strongly agree with a percentage of 43.3%.

#### 4.4. Reliability Test

The reliability test of indicators in PLS on a reflective construct is assessed based on the value of the loading factor (correlation between item scores or component scores with construct scores) of the indicators that measure the construct. Hair et al. (2016) suggests that the rule of thumb that is usually used is that a loading factor value greater than or equal to 0.50 is said to be reliable. The loading factor values for each indicator obtained in this study can be seen in Figure 4.2 and Table 4.8.

**Figure 4.2 Loading Factor**

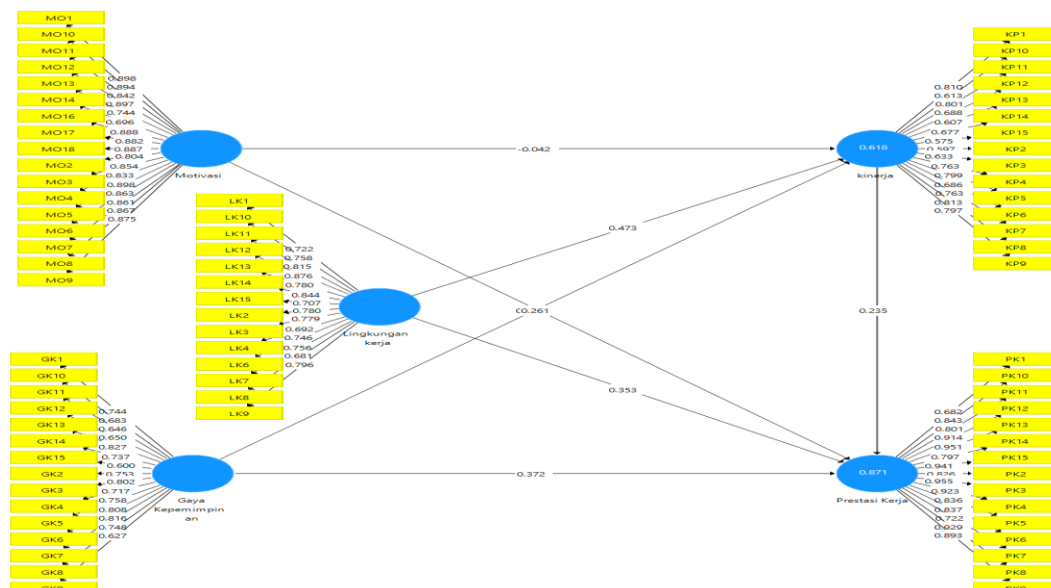


Figure 4.1 shows that there are indicators that have not reached a loading factor of 0.5. Further assessment of the factor loading is shown in Table 4.8.

**Table 4.9 Loading Factor**

Variable	Statement	Loadi ng Factor	Facto r Load	Informat ion
Work motivation	MO1	0.898	0.500	Valid
	MO2	0.804	0.500	Valid
	MO3	0.854	0.500	Valid
	MO4	0.833	0.500	Valid
	MO5	0.898	0.500	Valid
	MO6	0.863	0.500	Valid
	MO7	0.861	0.500	Valid
	MO8	0.867	0.500	Valid
	MO9	0.875	0.500	Valid
	MO10	0.894	0.500	Valid
	MO11	0.842	0.500	Valid
	MO12	0.897	0.500	Valid
	MO13	0.744	0.500	Valid
	MO14	0.696	0.500	Valid
	MO16	0.888	0.500	Valid
	MO17	0.882	0.500	Valid
	MO18	0.887	0.500	Valid
Work environment	LK1	0.722	0.500	Valid
	LK2	0.780	0.500	Valid
	LK3	0.779	0.500	Valid
	LK4	0.692	0.500	Valid
	LK6	0.746	0.500	Valid
	LK7	0.756	0.500	Valid
	LK8	0.681	0.500	Valid
	LK9	0.796	0.500	Valid
	LK10	0.758	0.500	Valid
	LK11	0.815	0.500	Valid
	LK12	0.876	0.500	Valid
	LK13	0.780	0.500	Valid
	LK14	0.844	0.500	Valid
	LK15	0.707	0.500	Valid
Leadership Style	GK1	0.744	0.500	Valid
	GK2	0.753	0.500	Valid
	GK3	0.802	0.500	Valid
	GK4	0.717	0.500	Valid
	GK5	0.758	0.500	Valid

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Performance	GK6	0.808	0.500	Valid
	GK7	0.816	0.500	Valid
	GK8	0.748	0.500	Valid
	GK9	0.627	0.500	Valid
	GK10	0.683	0.500	Valid
	GK11	0.646	0.500	Valid
	GK12	0.650	0.500	Valid
	GK13	0.827	0.500	Valid
	GK14	0.737	0.500	Valid
	KP1	0.600	0.500	Valid
	KP2	0.597	0.500	Valid
	KP3	0.633	0.500	Valid
	KP4	0.763	0.500	Valid
	KP5	0.799	0.500	Valid
	KP6	0.686	0.500	Valid
Work performance	KP7	0.763	0.500	Valid
	KP8	0.813	0.500	Valid
	KP9	0.797	0.500	Valid
	KP10	0.613	0.500	Valid
	KP11	0.801	0.500	Valid
	KP12	0.688	0.500	Valid
	KP13	0.607	0.500	Valid
	KP14	0.677	0.500	Valid
	KP15	0.575	0.500	Valid
	PK1	0.682	0.500	Valid
	PK2	0.826	0.500	Valid
	PK3	0.955	0.500	Valid
	PK4	0.923	0.500	Valid
	PK5	0.836	0.500	Valid
	PK6	0.837	0.500	Valid
	PK7	0.722	0.500	Valid
	PK8	0.929	0.500	Valid
	PK9	0.893	0.500	Valid
	PK10	0.843	0.500	Valid
	PK11	0.801	0.500	Valid
	PK12	0.914	0.500	Valid

	PK13	0.951	0.500	Valid
	PK14	0.797	0.500	Valid
	PK15	0.941	0.500	Valid

Source: Smart PLS Processed Results (2022)

In Table 4.8 it is known that many of the research variable indicators each have an outer loading value of  $> 0.5$ . According to Ghazali (2014), the outer loading value between  $0.5 - 0.6$  is considered sufficient to meet the requirements of convergent validity. The data shows that the indicators are declared feasible or valid for research use and can be used for further analysis.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. CONCLUSION

Based on the results of the study, it can be concluded as follows:

1. The coefficient value of work motivation is  $-0.042$ , therefore work motivation does not have a positive effect on the performance of members of the Riau Islands Police Traffic Directorate and a significant p value of  $0.474 > 0.05$  is not significant. So it can be concluded that work motivation has no positive and significant effect on the performance of members of the Riau Islands Regional Police Traffic Directorate.
2. The coefficient value of the work environment is  $0.473$ , therefore the work environment has a positive effect on the performance of members of the Riau Islands Police Traffic Directorate and a significant p value of  $0.000 < 0.05$  is significant. So it can be concluded that the work environment has a positive and significant effect on the performance of members of the Riau Islands Police Traffic Directorate.
3. The coefficient value of the leadership style is  $0.474$ , therefore leadership style has a positive effect on the performance of members of the Riau Islands Police Traffic Directorate and a significant value of p values  $0.000 < 0.05$  is significant. It can be concluded that leadership style has a positive and significant effect on the performance of Riau Islands Police Traffic Directorate members .
4. The coefficient value of work motivation is  $0.261$ , therefore work motivation has a positive effect on work performance and a significant p value of  $0.000 < 0.05$  is significant. It can be concluded that work motivation has a positive and significant effect on work performance.
5. The coefficient value of the work environment is  $0.353$ , therefore the work environment has a positive effect on work performance and a significant p value of  $0.000 < 0.05$  is significant. So it can be concluded that the work environment has a positive and significant effect on work performance.
6. The coefficient value of the leadership style is  $0.372$ , therefore the leadership style has a positive effect on work performance and a significant p value of  $0.000 < 0.05$  is significant. So it can be concluded that leadership style has a positive and significant effect on work performance.
7. The coefficient value of the performance of members of the Riau Islands Polda Ditlantas is  $0.235$ , because the performance of members of the Riau Islands Police Ditlantas has a positive effect on work performance and a significant p value of  $0.000 < 0.05$  is significant, it can be concluded that the performance of members of the Riau Islands Police Ditlantas has a positive and significant effect on work performance.
8. The indirect effect of work motivation on work performance through the performance of members of the Riau Islands Police Ditlantas is  $-0.010$ , with a p-value of  $0.460 >$

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0.05, then work motivation indirectly does not significantly influence work performance through the performance of members of the Riau Islands Police Ditlantas. In other words, the performance of members of the Riau Islands Police Ditlantas does not significantly mediate the relationship between work motivation and work performance.

9. The indirect effect of the work environment on work performance through the performance of members of the Riau Islands Police Traffic Directorate is 0.111, with a p-value of  $0.000 < 0.05$ , the work environment indirectly has a significant effect on work performance through the performance of members of the Riau Islands Police Traffic Directorate. In other words, the performance of members of the Riau Islands Regional Police Traffic Directorate significantly mediates the relationship between the work environment and work performance.
10. The indirect effect of leadership style on work performance through the performance of members of the Riau Islands Police Ditlantas is 0.081, with a p-value of  $0.001 < 0.05$ , so leadership style indirectly has a significant effect on work performance through the performance of members of the Riau Islands Police Ditlantas. In other words, the performance of members of the Riau Islands Regional Police Traffic Directorate significantly mediates the relationship between leadership style and work performance

## 5.2.SUGGESTIONS

Researchers hope this research can be useful as input material. Some suggestions from researchers are as follows:

1. The motivation of members of the Riau Islands Police Ditlantas needs to be continuously improved, because motivated members will carry out their duties and responsibilities effectively and efficiently, and will be more eager to continue to innovate, be creative, and increase work productivity in accordance with the targets or work performance to be achieved. Therefore, elements of leadership need to prioritize the fulfillment of factors that can boost the motivation of their members at work, including providing rewards in the form of incentives for members who carry out tasks beyond the target or outside working hours, as well as providing assistance and establishing intense communication with members, so that members are encouraged to be more productive at work.
2. The work environment for members of the Riau Islands Police Traffic Directorate, both physical and non-physical work environments need to get attention from leadership elements because this is very influential in increasing the work performance of members. A comfortable and conducive work environment will foster the enthusiasm of members to be more productive at work so that the tasks and work assigned to them can be carried out optimally and can achieve and even be able to exceed the set targets. As for what needs to get priority attention related to the work environment of members, namely good ventilation or air circulation in the workplace to avoid unpleasant odors that can affect the comfort of members at work, as well as the availability of facilities to ensure the security and safety of members at work.
3. The elements of the leadership of the Riau Islands Regional Police Ditlantas should pay special attention to members so that they are more responsible for the work and position they hold. Success in motivating members' work is one of the elements in improving organizational work performance. It is hoped that with the implementation of a good and appropriate leadership style, the performance of members will be even better. In this case, the leadership style used should be a situational or transformational leadership style.
4. The quality and consistency of the Performance Management System as a measuring tool in assessing the performance of members of the Competency-based Ditlantas Polda Kepri must be maintained and continuous improvements are made to each assessment indicator. This needs to be done in order to be able to photograph clearly and in detail the extent to



which the performance has been carried out by members. In addition, it is also necessary to have a commitment that in evaluating the work of members, it must be carried out by prioritizing objective principles, meaning that it is based on facts and performance achievements; transparent, namely carried out openly on generic and specific performance factors that have been agreed upon by the appraiser official with the member being assessed and the results of the assessment delivered directly; accountable, so that the results can be accounted for; proportional, based on the work load that is their responsibility; and fair, namely given based on performance achievements carried out in accordance with the main tasks and functions carried out without differentiating between one member and another.

5. Determination of work performance and awarding rewards to members, whether in the form of promotions, promotions, recommendations to attend developmental education at a higher career level, as well as the provision of performance allowances must be based on the results of evaluating the performance of members of the Riau Islands Police Ditlantas through the Performance Management System, or by In other words, performance appraisal through SMK must be a benchmark in determining the work performance of members. Thus all members will strive to continuously improve their performance in order to obtain rewards for their work achievements.
6. Conducting further research by adding variables that are different from previous variables such as self-efficacy, work stress, commitment, morale, job satisfaction and other variables.
7. Conducting research using different research methods and involving samples working in agencies with high demands for effectiveness such as employees working in hospitals, foundations, agencies or other private companies.

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