

THE EFFECT OF LEADERSHIP STYLE AND MOTIVATION ON THE PERFORMANCE OF POLICE MEMBERS WITH DISCIPLINE AS INTERVENING VARIABLES IN POLDA KEPRI

T. Fazrial Kenedy¹, Indrayani², Muammar Khaddafi³, Fitri Astriani⁴

^{1,2,4}Faculty of Economics and Business Universitas Batam

³Faculty of Economics and Business Universitas Malikussaleh

E-mail: fazrialkenedy.68@gmail.com

Abstract

Human Resources (HR) is one of the most important instruments in an organization. In the face of today's fierce competition, globalization. The success or failure of an organization in achieving its goals is very dependent on the ability of Human Resources (HR) in carrying out the tasks assigned by the organization. Because HR is one of the most important instruments in an organization that can motivate members to improve performance. To be able to improve the productivity of human resources better, agency management must and is required to be able to manage human resources optimally. In this study using quantitative research. Analysis of the data used in this study using an explanatory research approach. This research uses SmartPLS software.

Keywords: *Leadership Style; Motivation; Discipline; and Performance*

1. INTRODUCTION

Quality human resources, among others, are shown by high performance and productivity. A person's performance is related to the quality of task and work-oriented behavior. Likewise with the performance of teachers where the performance of this teacher can be seen from two points of administration and professional development. Performance is the embodiment of work carried out by employees or organizations, so it is necessary to strive to improve the performance of the factors that affect this compensation, including performance. Performance quality, and work motivation.

Human resources are the most important part in the continuity of a company. Human resources are also the most valuable investment and also the most solid foundation to support the success of a company. The foundation and other contributions such as facilities and systems may be the same as other companies, but when it comes to human resources, this is something that really differentiates one company from another. The company is a form of organization that carries out management functions, including planning, organizing and directing.

In evaluating the performance of members, the agency has its own standards of performance, so that the performance appraisal in the agency can be carried out as effectively as possible. POLRI uses the Performance Management System (SMK) in conducting performance assessments to members, as has been explained in PERKAP RI Number 2 of 2018 concerning Performance Assessment of Members of the Indonesian National Police with a Performance Management System. The data obtained by researchers regarding the performance of POLRI members from PERKAP RI Number 2 of 2018 concerning the performance assessment of POLRI members in Article 28 is as follows:

Table 1
POLRI Member Performance Assessment Standards No. 2 Year 2018

No	Category	Evaluation
1.	Very well	81-100
2.	Well	71-80
3.	Enough	61-70
4.	Not enough	60-under

Source: Indonesian Police Regulation No. 2 Year 2018

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Based on table 1.1 in the performance assessment of POLDA members in KEPRI, there are still not many achievements of the maximum performance target, namely "very good" and many still fall into the "less" category this is due to several instruments that affect performance, one of which is leadership style, although members already know their duties and responsibilities, members also need closeness, motivation and sensitivity from the leadership, the leadership style applied by the leadership is also a decrease and increase in achieving maximum member performance. And here the leader must also be required to be able to analyze what are the weaknesses and strengths of its members, both internally and externally,

Research on leadership style on employee performance conducted by Rahmawati (2006) and Riyadi (2011), said that leadership style has a significant influence on employee performance. Meanwhile, research conducted by Brahmasari and Suprayetno (2008), Saputra (2012), and Sukmawati (2012) showed that leadership style had no significant effect on employee performance. Research on motivation on performance conducted by Brahmasari and Suprayetno (2008), Ciptomulyo (2010), and Utama (2012) concluded that work motivation did not significantly affect employee performance.

2. LITERATURE REVIEW

Table1. Previous Research

No.	Name, Year, Research Title	Variable	Analysis Techniques	Research result
1.	(Sadarman & Fitriani, 2017)The Influence of Work Motivation and Work Discipline on Employee Work Performance (Study on Employees of PT. AXA Financial Indonesia Sales Office Malang	Variable (X1) Work Motivation Variable (X2) Work Discipline Bound Variable (Y) employee performance	SPSS	Work motivation (x1) and (X2) have a significant effect on work performance at PT. AXA Financial Indonesia Work motivation and work discipline simultaneously have a significant effect on work performance at PT. AXA Financial Indonesia
2.	(Victoria Pattynama et al., 2016)The Influence of Work Motivation, Work Discipline and Leadership on Employee Performance in the Library Board of North Sulawesi Province	Work Motivation Variable (X1) Work Discipline (X2) Leadership (X3) and variable (Y) Work Achievement (Y)	SPSS	The results show that leadership has no significant effect on employee performance at the North Sulawesi Provincial Library. Many practitioners and management experts emphasize the importance of the role of humans in determining the success of an institution (organization), both institutions in the private sector and in the public sector. This research is inversely proportional to previous research by Potu (2013) which obtained positive and significant results.
3.	(Harahap et al., 2020)The Effect of Motivation, Discipline and	Variables of motivation (X1), discipline	SPSS	The results of the study indicate that there is a positive and significant influence between the motivation variable and the performance

	Job Satisfaction on Employee Performance at PT. Angkasa Pura II (Persero) Kualanamu Branch Office	(X2), job satisfaction (X3), on performance (Y),		variable at PT. Angkasa Pura II (Persero) Kualanamu Branch Office, there is a non-significant positive influence between the discipline variable and the performance variable at PT. Angkasa Pura II (Persero) Kualanamu Branch Office, there is a positive and significant influence between job satisfaction variables and performance variables at PT. Angkasa Pura II (Persero) Kualanamu Branch Office and motivation, discipline and job satisfaction simultaneously have a positive and significant effect on employee performance at PT. Angkasa Pura II (Persero) Kualanamu Branch Office.
4.	(Saluy & Treshia, 2018)The Influence of Work Motivation, Work Discipline and Compensation on Employee Performance (Case Study at PT IE Company)	The independent variables in this study are work motivation (X1), work discipline (X2) and compensation (X3). While the dependent variable or the dependent variable is employee performance (Y).	SPSS	The results of data analysis show that work motivation partially has a positive and significant effect on employee performance, work discipline partially has a positive and significant effect on employee performance and compensation partially has a positive and significant effect on employee performance. Simultaneously or together, the variables of work motivation, work discipline and compensation have a positive and significant effect on employee performance. The three independent variables, work motivation, work discipline, and compensation each have a partial effect and can also work together and have a positive and significant influence, it can be proven by all the results of the hypotheses and stated to be proven.
5.	(Sugiono et al., 2019)The Influence of Work Motivation, Competence and Compensation on Employee Performance Through Job Satisfaction at PT. Wibee Indoedu Nusantara (Bee Library) in	Variable (X1) Work motivation, variable (X2) Compensation variable (Y) Employee performance	SEM	The results of this study indicate that work motivation has a positive and significant effect on employee satisfaction of PT. Wibee Indoedu Nusantara.

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	Jakarta			
6.	(Hustia, 2020)The Influence of Work Motivation, Work Environment and Work Discipline on Employee Performance at WFO Companies during the Pandemic Period	Work Motivation (X1) Work Environment (X2) Work Discipline (X3) Employee Performance (Y)	SPSS	From the results of the study, it can be concluded that first, there is a significant influence of work motivation, work environment and work discipline on employee performance at WFO companies during the pandemic (case at PT. CS2 Healthy Pattern Palembang). Second, there is a significant effect of work motivation on employee performance at WFO companies during the pandemic (case at PT. CS2 Healthy Pattern Palembang). Third, there is a significant effect of the work environment on employee performance at WFO companies during the pandemic (case at PT. CS2 Healthy Pattern Palembang). Fourth, there is a significant effect of work discipline on employee performance at WFO companies during the pandemic (case at PT. CS2 Healthy Pattern Palembang).
7.	(Suwanto, 2019) The Effect of Work Discipline and Work Motivation on Employee Performance at South Tangerang General Hospital	Work Discipline (X1) Work Motivation Variable (X2) and Y variable Work Performance	SPSS	Partially, the work discipline variable has a significant effect on performance. Partially, the work motivation variable has a significant effect on performance.
8.	(Arisanti et al., 2019)The Effect of Work Motivation and Work Discipline on Employee Performance at PT Pegadaian (Persero) Nganjuk Branch	Work Motivation Variable (X1) and Work Discipline Variable (X2) Variable (Y) Performance	SPSS	The results showed that partially the work motivation variable had a significant effect on employee performance, while work discipline had no significant effect on employee performance. Simultaneously, the variables of work motivation and work discipline have a significant effect on employee performance at PT. Pegadaian (Persero) Nganjuk Branch.
9.	(Murti & Srimulyani, 2013)The Effect of Motivation on Employee Performance with Mediating	Variable (X1) Work Motivation variable (X2) Job Satisfaction and Variable	SPSS	From the research conducted, it was found that the following: 1) Motivation significantly influence the satisfaction of rja employee. 2) Motivation is not significantly influence the

	Variables Job Satisfaction at Pdam Madiun City	(Y) Employee Performance		performance of employees wow. 3) Job satisfaction has an effect significantly on employee performance. 4) Kepu work feeling is a variable mediating between motivation and employee performance.
10.	(Manurung & Riani, 2017)The Influence of Work Discipline, Work Motivation, Job Satisfaction and Competence on Organizational Commitment	Variable (X1) Work Discipline Variable (X2) Work Motivation Variable (X3) Job Satisfaction Variable (X4) Work Competence and variable (Y) Employee Performance	SPSS	The results of the work discipline research have a positive and significant effect on organizational commitment to the employees of Prof. Orthopedic Hospital. Dr. R. Soeharso Surakarta. Work motivation has a positive and significant effect on organizational commitment to the employees of Prof. Orthopedic Hospital. Dr. R. Soeharso Surakarta. Job satisfaction has a positive and significant effect on organizational commitment at the Prof. Orthopedic Hospital. Dr. R. Soeharso Surakarta. Work competence has a positive and significant effect on organizational commitment to the employees of Prof. Orthopedic Hospital. Dr. R. Soeharso Surakarta. Work discipline, work motivation, and job satisfaction have a significant effect on organizational commitment to the employees of Prof. Orthopedic Hospital. Dr. R. Soeharso Surakarta.
11.	(Nisa, 2018) The Influence of Leadership Style and Work Motivation on Teacher Performance	Leadership Style (X1) Motivation (X2) Employee Performance (Y)	SPSS	The results of this study stated that the magnitude of the influence of leadership style (X1) on teacher performance (Y). The magnitude of the direct influence of motivation on employee performance (Y). The magnitude of the influence of leadership style (X1) and motivation (X2) influence simultaneously while the rest is explained by other variables not included in this study.
12.	(Sunarsi, 2018)The Influence of Leadership Style and Work Discipline on Employee Performance at CV. Independent	The influence of leadership style (X1) the influence of discipline (X2) and employee performance (Y)	SPSS	The results of the simultaneous analysis prove that Leadership Style and Work Discipline have a positive and significant effect on performance

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	Business Jakarta			
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3. THEORETICAL BASIS

3.1. Leadership Style

Leadership is someone who uses his duties and authority, which is directed to his subordinates to do work in achieving organizational goals. states that leadership is a person who has a certain superiority, so that he has the obligation and power to move others to make joint efforts to achieve a certain goal. The leadership process involves desire and intention, active involvement between leaders and subordinates to achieve shared goals.(Victoria Pattynama et al., 2016)

Leadership as a management concept according to Keith (1985) is a person's ability to influence others in achieving goals with enthusiasm. According to Hasibuan (2007) leadership is the way a person leads and influences the behavior of his subordinates to want to work together and work productively to achieve organizational goals. Miftah (2012), states that a good leader must be able to motivate his employees at work.

3.2. Motivation

According to Gray in (Winardi, 2012), interpreting motivation as the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm in carrying out certain activities. Meanwhile, according to (Sutrisno, 2016), states that motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior. According to (Rivai & Sagala, 2013) motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible which provide strength to encourage individuals to behave in achieving goals. According to Ivanko in (Hamali, 2016), defines motivation as a person's desire and energy that is directed to the achievement of a goal. According to Kondalkar in (Hamali, 2016), interpreting motivation as a talent that is caused by the needs, desires, and desires that encourage an individual to use his physical and mental energy to achieve desired goals.(Victoria Pattynama et al., 2016)

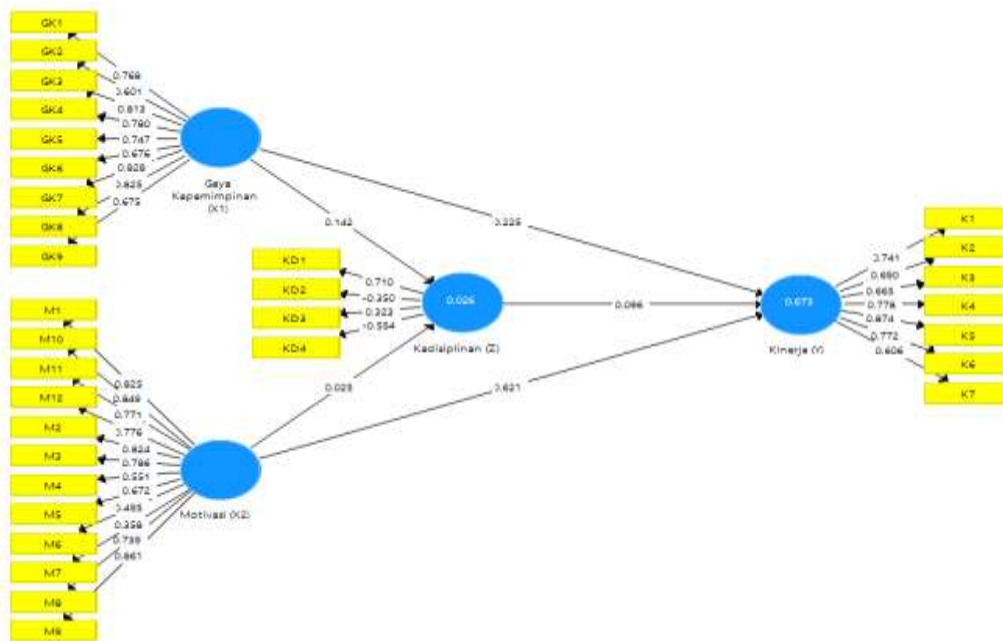
3.3. Performance

Performance (performance) is organizational behavior that is directly related to the results of the production of goods or services (Simamora, 2004). Performance is often thought of to achieve the task, while the notion of a task is an activity that is needed by workers. While performance includes in terms of business, loyalty, leadership abilities, and work morale. This assessment can be seen on three sides, namely the designation of a person's behavior in his work, the achievement of real work results (outcomes) of workers, and an assessment of several factors such as encouragement, loyalty, initiative, potential, leadership and work morale. In other words, employee performance is the result of the employee's work in doing his job within a certain period by following the work standards that have been set.(Sujarwo, 2017)

4. RESULTS AND DISCUSSION

4.1. Measurement Model Analysis (Outer Model)

The Outer Model (Measuring model) is to specify the relationship between latent variables and their indicators, or it can be said that the outer model defines how each indicator relates to its latent variables. From this indicator test, the output of the validity and reliability of the model is measured by the following criteria: Convergent Validity, Discriminant Validity and Composite Reliability. Outer Model testing model (Model Before Indicator Test) in Figure 1.



Picture1. Early Model Algorithm
Source: SPLS 3.0

Figure 1 is the result of the calculation of the algorithm that has shown the results of the calculation of each indicator on each variable to another variable. However, it can be seen that there are indicators that do not meet the outer loading requirements with the criteria; outer loading > 0.70. Then indicators that meet the criteria must be removed. The following are the results of the deletion of indicators that do not meet the criteria.

1. Convergent Validity

Convergent Validity is measured from the correlation between the indicator scores and their constructs. An indicator is considered valid if it has a correlation value above 0.70, if the indicator does not meet the requirements, it must be discarded or removed.

Table2. Outer Loading

	X1	X2	Y	Z
GK1	0.784			
GK3	0.830			
GK4	0.779			
GK5	0.722			
GK7	0.861			
GK8	0.861			
M1		0.835		
M2		0.826		
M3		0.799		
M8		0.748		
M9		0.881		
M10		0.872		
M11		0.777		
M12		0.796		
K1			0.743	
K4			0.828	
K5			0.913	
K6			0.817	

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Source: Data processed with SmartPLS 3 (2022)

2. Discriminant Validity

Discriminant validity is the extent to which a construct is completely different from other constructs (a construct is unique). The best new measurement criteria is to look at the Heretroit-Monotrait Ratio (HTMT) value. If the value of HTMT < 0.90 then a construct has good discriminant validity(Juliandi, 2018). Discriminant validity is carried out to ensure that each concept of each latent variable is different from other variables.

Table3. Heretroit-Monotrait Ratio (HTMT)

	X1	X2	Y	Z
X1	0.808			
X2	0.662	0.818		
Y	0.720	0.771	0.828	
Z	0.136	0.098	0.174	1,000

Source: Data processed with SmartPLS 3 (2022)

3. Composite Reliability

The construct is declared reliable if the composite reliability has a value of 0.70(Wiyono, 2020)All latent variables are declared reliable because the value of composite reliability is above 0.70, can be seen in the following table:

Table4. Composite Reliability

Variable	Composite Reliability	Information
Leadership Style	0.981	Reliable
Motivation	0.940	Reliable
Performance	0.921	Reliable
Discipline	1,000	Reliable

Source: Data processed with SmartPLS 3 (2022)

Structural Model Analysis (Inner Model)

Structural model analysis uses 4 tests, including: (1) R-square; (2) mediation effects: (a) direct effects; (b) indirect effects.

Based on the Research Gap and the background of the problem, the authors are interested in conducting research with the title "INFLUENCE OF LEADERSHIP STYLE AND MOTIVATION ON THE PERFORMANCE OF POLICE MEMBERS WITH DISCIPLINE AS INTERVENING VARIABLES IN POLDA KEPRI"

DISCUSSION

Influence of Leadership Style on Performance

The direct influence hypothesis concludes that leadership style has a significant effect on performance. This can be seen clearly with the results of the direct effect coefficient of 0.363 and P-Value of 0.001 (<0.05). Shows that there is a positive and significant influence between leadership style on the performance of POLDA members in the Riau Islands.

The results of this study are in line with researchRego, Supartha and Yasa (2017);Widodo, Alamsyah and Utomo (2018)andYamali, Fakhrol Rozi and Rizki (2019)which suggests that leadership style has a positive and significant effect on employee performance. According toRego, Supartha and Yasa (2017)the role of leadership in contributing to employees for achieving optimal

performance is carried out in five ways, namely: (1) leaders classify what is expected of their employees, specifically the goals and objectives of their performance, (2) leaders explain how to fulfill these expectations, (3) the leader states the criteria for evaluating performance effectively, (4) the leader provides feedback when employees have achieved the goals, and (5) the leader allocates rewards based on the results they have achieved.

5. CONCLUSION

Based on the data obtained in research on the influence of leadership style and motivation on performance with discipline as an intervening variable for employees at the Riau Islands Regional Police. Respondents in this study amounted to 100 members, then it has been analyzed it can be concluded as follows:

1. Leadership style has a positive and significant effect on the performance of POLDA members in the Riau Islands.
2. Motivation has a positive and significant effect on the performance of POLDA members in the Riau Islands.
3. Discipline has a positive and insignificant effect on the performance of POLDA members in the Riau Islands.
4. Discipline cannot mediate or mediate the influence of Leadership Style on the Performance of POLDA Members in the Riau Islands
5. Discipline cannot mediate or mediate the influence of motivation on the performance of POLDA members in the Riau Islands.

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