

The Influence of Work Motivation and Leadership Style on Performance: A Study of Policeman in Garut Police Department

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Abstract- This research aims to find out how and whether there is an influence between Work Motivation, Leadership Style on the performance of policeman in Garut Police Department. Questionnaires was distributed to 150 policemen who have different working hours and ages, but have the same superiors. Variables in this research consist of two independent variables namely Work Motivation and Leadership Style one dependent variable namely Performance. The results of this research showed that work motivation and leadership styles significantly and positively influence policeman performance.

Keywords: *Work Motivation, Leadership Style, Performance.*

Introduction

Indonesian National Police is one of the leading state institutions guarding the people responsible under the control of the President. Article 2 of Constitution No. 2 of 2002 stated that: "the function of the Police is one of the functions of the State government in the field of maintaining security and public order, enforcing the law, providing protection, protection, and service to the community."

Indonesian National Police in organizes and carrying out its duties and functions must also be based on the legitimacy of applicable law. It can be said that the duty of the police is to prevent crimes and provide protection to the community, therefore the police are referred to as the living law.

Garut Police Department is one of the police in the jurisdiction of the West Java Regional Police. Garut Police is required to carry out its duties and functions to the people of Garut City. Data shows that a number of 1465 cases by Garut Police Department in 2018, only 495 cases resolved. While in 2019 the total number of reports received as many as 1,201 cases and that has been resolved as many as 553 cases. It showed that the work achievements of police members in Garut Police Sector have not been very good by the analysis and evaluation of annual performance. because there are still many unresolved cases, thereby lowering public trust.

Employee's work motivation is a key important factor that support the achievement of a policeman's performance as an individual's strength that will move people to do something more passionately, especially in the work motivation that plays a role for work achievement (Muizu et al., 2019), in addition to the motivation of a leader's role in influencing his subordinates is very important. Leadership style is the attitude of a leader that a person uses when he wants to influence others. Mirayani (2019) argues that leadership style is a strong dimension of the organization's commitment. When organizational culture values employees in the

organization.

Research conducted by Nirmalasary et al. (2020) found out that motivation affects the performance of police members in the special criminal directorate of the South Sumatera regional police. Research conducted by Effendi and Marnisah (2019) suggested that the leadership style affects the performance of police member and civil servant in the Directorate of General Criminal Investigation of South Sumatera regional police in a positive and significant way.

Literature Review

Work Motivation

According to Wandini (2016), motivation is something that encourage a people to behave in achieving a certain goal. Work motivation is a reflection of employees' willingness to give the most effort that they could in order to support the achievement of organizational goals (Robbins & Nirmalasary, 2020).

In order to succeed leadership in the organization, leaders need to think and show the leadership style that will be applied to their employees. The leadership style of superiors can influence the success of employees in achievement and will lead to the success of the organization (Suranta & Effendi, 2019). Hasibuan and Effendi (2019) argued that performance is a result of the total work of employees that carrying out the individual tasks based on individual experience, skills, seriousness, and time. Leadership is the process of encouraging and directing employees' behavior. Motivation is a condition or energy that move employees who are directed or directed to achieve the goals of the company (Mangkunegara, 2014). An employee who has good operational ability, if he does not have motivation in working then his work then it will not be optimal, then according to Sadarmayanti (2016), motivation is a factor that encourage each individual to develop their work spirit. Without motivation an employee will not be able to fulfill his duties.

Yu Lin (2007) found out that work motivation is a tendency to fulfil needs. According to Ayudia (2008) expresses motivation as a power to do something that result from the necessities of life, for example hunger, thirst, and social interactions. Syam (2003) suggest that motivation is an inner strength that directs one's desire to satisfy someone form a lack of enthusiasm or a lethargic state towards dynamic behavior. And Adams (2007) said that employees who have the opportunity to develop professionalism will have high work motivation and job satisfaction.

Employees' motivation and satisfaction, to a certain degree, were depends on top management support and participation (Solanski, 2013). Organizational performance basically relies and depends on its employee's performance. As long as the employee were motivated and satisfied, they would be strongly contributed positively to the achievement of organization's goals and objectives (Kumar & Gars, 2011). Therefore, effective HRM system is the key to keep and maintain employee's attitude and morale (Kumar & Gars, 2011; Risambessy et al., 2012; Pink, 2009). Some studies reveal that motivation is a key factor and assumption to the work effectiveness and to the performance of individuals, as well as organization (Boljanović & Pavić, 2011; Janićijević, 2009).

Leadership Styles

Sunanmi and Djum (2017) suggested the leadership style is a process that leads an institution by proving or implementing to influence others in accordance people's wishes or their leader. So, a leader needs to realize and understand the basic concepts in the leader of his institution. According to Robbin and Coulter (2010), the

leadership style is a leader who coordinates and supervises the work of others, so that the organizational goals could be achieved. A good leader is not someone who solely focus on his personal duties, but doing his or her best efforts to help others complete their tasks. Its form can be coordinated on the work of a group of departments, or certain companies in supervising the work of its employees. The leadership styles are suitable when the objectives of the organization have been communicated and the subordinates accepted it. A leader task is to manage a certain style in managing his or her subordinates directed in achieving organizational goals (Waridin et al., 2014).

Leadership styles include how a person acts in the context of the organization, so the easiest way to discuss different types of styles is to describe the type of organization or situation produced by or suitable for a particular style (Thoha, 1995). Hasibuan and Handayani (2017) in his research stated that motivation arises from a sense of self-need and the encouragement of individual desires directed at the goal of obtaining satisfaction. The motivational process first starts with the introduction of the needs. One of the causes of the complexity of this process is because each employee has different needs so that the work motivation that employees have is also different. The higher work motivation that employees have will increased employees' performance. According to Hasibuan (2016), performance is a result of the work achieved by a person in carrying out the tasks charged to him. According to Prawirosentono in Edison et al. (2016) performance is the total output of organization employees directed by organizational goals and objectives.

Performance

Organizational performance and leadership competence have a close relationship with the social, cognitive, and emotional intelligence of a leader. Almatrooshi et al. (2016), performance is the result of the work that has been done as to contribute to the company, organization or institution. Employee contributions can have both positive and negative impacts. The effect of performance is affecting the performance of members. The consistency of an agency depends on the performance of each element in the institution (Taouab & Issor, 2019). Employee effectiveness is measured by the evaluation of performance (Sami, 2013). The effectiveness of employees reflects a productive organization (Diab & Ajlouni, 2015). Teamwork force employees to interact with each other which resulting in improved team performance (Hwang, 2018). According to Moeheriono (2009), employee performance reflects the level of employee achievement in realizing organizational objectives through the strategic planning of an organization.

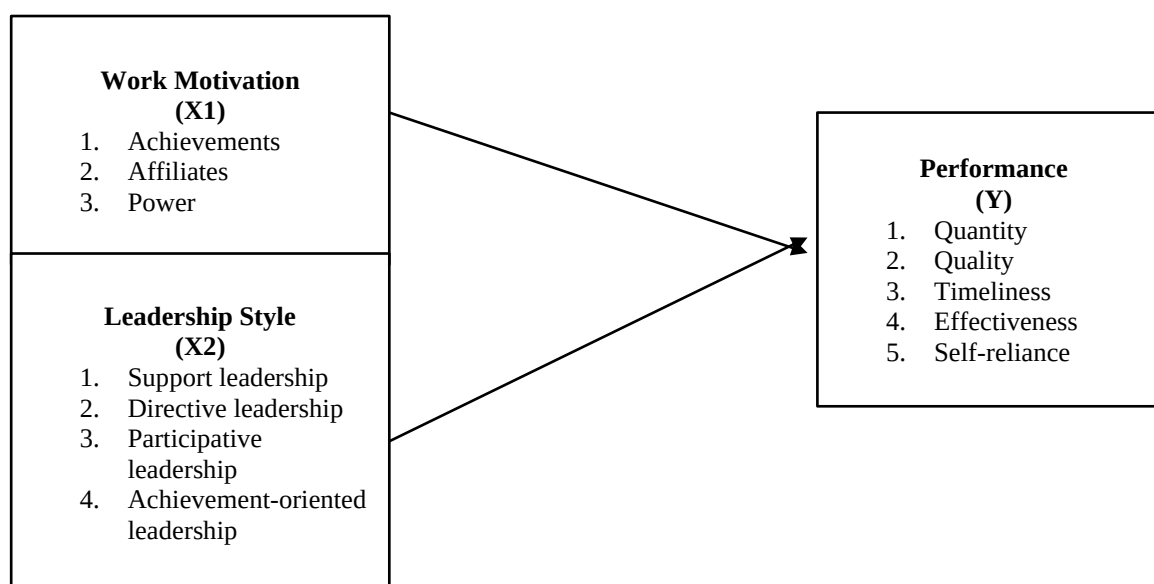
The Relationship between Work Motivation and Performance

According to Rahmayani (2014), work motivation is able to influence the performance of employees so that in the future a leader should enhanced their employee's motivation by providing support to employees in carrying out tasks and responsibilities in completing the work. The higher employees' work motivation, the higher will their performance.

The Relationship between Leaderships Style and Performance

According to Tongo (2014) that there is a significant relationship between leadership style and organizational performance. This means the relationship between leadership style and performance affects each other.

Theoretical Framework



Based on the above discussion, the hypotheses of this study are as follows:

H1: Work Motivation significantly and positively influence performance policeman in Garut Police Department

H2: Leadership Style significantly and positively influence performance policeman in Garut Police Department

Methodology

This research uses quantitative (explanatory) research method that aim to describe and analyze and find out whether work motivation and leadership style affect member performance.

a. Object and Subject

The population of this study is the total number of 1264 policeman in Garut Police Department. The sample of this is 150 policemen in Garut Police Department. The object of this research is the perception of policeman of Garut Police Department to obtain data with objective purposes and uses. The subject of this research is an individual member of Garut Police Department.

b. Population & sample

Population of this study is the total number of 1264 policeman in Garut Police Department. This study used a convenience sampling technique, with a sample of 150 policemen in Garut Police Department.

c. Measurement

Work Motivation is measured using 8 items as mentioned by Hasibuan (2013) which explains the indicators divided into three dimensions that is the need for achievement, the need for affiliation, and the need for power.

Leadership Style is measured using 4 items as mentioned by Safaria (2006) indicators of leadership styles are supportive leadership style, directive leadership style, participatory leadership style, and achievement-oriented leadership style.

Performance is measured using 13 items by Alda (2020) to measure performance we need to look at its quantity, quality, timeliness, effectiveness, independence, and self-reliance.

d. Data Collection

A number of 150 questionnaires were sent to policeman in Garut Police Department. The questionnaires were directly dropped at the police station, and the researcher waited the policeman completed filling out the

questionnaires.

Results

Statistical analysis for this research data is done using IBM SPSS software. Based on the results of validity testing using the Pearson Product Moment correlation method, the variables work motivation, leadership style, and performance state that all variables have a significance value that is lower than the limit of significance value, so it can be concluded that all statement in the questionnaire are declared valid.

In this research reliability test was done using the help of SPSS application with alpha Cronbach test technique, the reliability test shows that the variables work motivation, leadership style, and performance are reliable.

Work Motivation

Descriptive analysis results in Work Motivation variables obtained minimum value of 2.88, maximum value of 5.00, mean of 4.3125, and standard deviation of 0.38799. Furthermore, Work Motivation variables are categorized using average scores (M) and standard deviations (SD). The number of questions for motivation variables consists of 8 questions. Each of which has scores of 1, 2, 3, 4, and 5.

Leadership Style

Descriptive analysis results in Leadership Style obtained a minimum value of 3.00, a maximum value of 5.00, a mean of 4.2083, and a standard deviation of 0.42114. Furthermore, Leadership Style variables are categorized using average scores (M) and standard deviations (SD). The number of questions for the Leadership Style variables consists of 4 questions, each of which has scores of 1, 2, 3, 4, and 5.

Performance

Descriptive analysis results on Performance variables obtained minimum value of 2.62, maximum of 5.00, mean of 4.2626, and standard deviation of 0.34032. Furthermore, Performance variables are categorized using average scores (M) and standard deviations (SD). The number of question points for performance variables consists of 13 questions, each of which has scores of 1, 2, 3, 4, and 5.

Table 1. Model Summary

a.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,617	0,381	0,373	3,50413

Predictors:

(Constant), GKtota, Mtotal

Table 2. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	1111,374	2	555,687	45.255	0,000
Residual	1804,999	147	12,279		
Total	2916,373	149			

a. Dependent Variable: Ktotal

b. Predictors: (Constant), GKtotal, Mtotal

Table 3. Coefficient^a

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error			
(Constant)	20,375	3,731		5,459	0,000
1 Mtotal	0,691	0,098	0,485	7,050	0,000
GKtotal	0,664	0,818	0,235	3,676	0,000

a. Dependent Variable: Ktotal

Based on the determination coefficients table that have been tested shows the result of correlation coefficient obtained by 0.737 which then if the value of determination coefficient can be calculated as follows:

$$Kd = (R)^2 \times 100\%$$

$$Kd = (0,617)^2 \times 100\%$$

$$Kd = 38,1\%$$

From the results of the calculation above, it proves that Motivation and Leadership Style have an influence to Performance by 38.1% and while the another 61.9% was due to other variables outside the variables that were not include in this research.

The F test uses a method by looking at the significant probability of the F value at the 5% significance level. From the data that has been tested using the Analysis of Variance (ANOVA) value in the results of the classical assumption test table, it can be seen that F count is $(45.225) > (2.364)$ probability of 0.000, which value is below 0.05. This shows that all the independent variables, namely motivation and leadership style, can improve employee performance.

The T test can be achieved by comparing the T count with the T table or by looking at the significance column on the test results in classical assumptions. Based on the data that has been tested, that the value of T count for the motivation variable is $7.050 < T \text{ table } 0,676$ where the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted, which means that motivation has an influence on the performance of policeman. And also it can be seen that the value of T count variable leadership style $(3.676) < T \text{ table } (0,676)$ where the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted, the leadership style has an influence on the performance of the members.

Discussion

This study found that the variable leadership style has lower average than the other variable. This is because the leader at the Garut Police Department cannot bland in its policeman, this make the leader and his subordinates have no closeness between the two. In improving the poor performance of the Garut Police Department, better motivation and leadership style especially a leader who is close to this policeman are very much needed.

Conclusion

Based on the data tested that H_0 is rejected and H_a is accepted, means that both variables have an influence to the Performance of the members.

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