

## PERFORMANCE OF POLICE POLICE PERSONNEL AT JAMBI POLICE (TRANSFORMATIONAL LEADERSHIP STYLE PERSPECTIVE AND WORK MOTIVATION)

Steven Kurniawan <sup>1)</sup>, Sry Rosita <sup>2)</sup>, Tona Aurora Lubis <sup>3)</sup>

<sup>1)</sup> Graduated from Faculty Economic and Business, Jambi University

<sup>2,3)</sup> Faculty of Economic and Business, Jambi University

Corresponding author: steven.kurniawan67@gmail.com

### Abstract

*The purpose of this study was to describe the transformational leadership style through work motivation on the performance of police officers, to determine and analyze the transformational leadership style that has a significant influence on the performance of police officers, to determine and analyze work motivation has a significant influence on the performance of police officers, To find out and analyze the transformational leadership style has a significant influence on the work motivation of Police Members and to find out and analyze the transformational leadership style through work motivation has an influence on the performance of Police Members. The analytical tool used is PLS analysis. The results of the research that transformational leadership style has no significant effect on the performance of police officers at the Jambi Police. This means that the transformational leadership style does not have a direct influence on the performance of members of the Police at the Jambi Police. Work motivation has a positive and significant effect on the Performance of Police Members at the Jambi Police. This means that if work motivation increases, the performance of police officers will increase. The transformational leadership style has a significant effect on the work motivation of Police Members at the Jambi Police. This means that if the transformational leadership style increases, work motivation will increase. Transformational leadership style has a positive and significant effect on the performance of Police Members at the Jambi Police through work motivation. This means that if the transformational leadership style increases and work motivation, employee performance will increase.*

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

### Introduction

The National Police of the Republic of Indonesia is a state instrument that has a very important role in society. In accordance with Law no. 2 of 2002 concerning the National Police of the Republic of Indonesia, the National Police as an organization has many functions and plays a role in maintaining public security and order, law enforcement and protecting, nurturing and serving the community. Police in community service must be ready to serve the community if a problem occurs in the community. Police as protectors must be ready to protect if in a community activity disturbances and anarchic actions occur and as protectors Police must also be ready to protect and provide assistance to the community.

Jambi City Police, also known as Jambi Police, is a regional unit located in Jambi City. The Jambi Police have 9 (nine) Sector Police in the Organizational Structure, which consist of Telanai Police, Kotabaru Police, South Jambi Police, East Jambi Police, Pasar Polsekta, Jelutung Police, Teluk Danau Polsek, Pelayan Police, and Talang Duku Port Area Police. Of all the Polsek under the Jmabi Police, there are 2 (two) types of Polsek namely type B Police or Urban type (Telanai Police, Kotabaru Police, South Jambi Police, East Jambi Police, Pasar Polsekta) and type C or Rural type (Jelutung Police, Polsek Teluk Lake, Servicing Police, and Talang Duku Port Area Police).

In the Urban type Polsek it is led by a Police Personnel with the rank of Kompol (Police Commissioner) with the rank of IV A, while the Esselon position held by the Kapolsekta is Echelon III B, while at the Rural Polsek it is led by a Police Personnel with the rank of AKP (Ajun Police Commissioner) with Class Rank III C, while the Esselon position held by the Sector Police is Echelon IV A. The Urban type Polsek has more personnel than the Rural type due to the characteristics of the area that have a larger number of residents within the jurisdiction of the Sector Police. community center or gathering place. This of course affects the strength of the personnel in the Polsek, along with this, of course, the leadership carried out in running the organization is of course also different.

Effective leadership is leadership that can provide direction to the performance of its personnel. Leadership is very necessary for Police Personnel. Success and failure in carrying out the tasks assigned is determined by the leadership itself. Leadership that is flexible, flexible, adaptable and sensitive to change will be able to bring the National Police to achieve the goals that have been set. To realize effective Polri leadership, several strategies are needed, including building commitment and having good leadership ethics. Leadership ethics are internalized and practiced in every activity to all personnel, thus making the achievement of the main tasks and functions of the police more effective. According to previous research conducted by (Sinaga & Lubis, 2021) that the test results of the influence of transformational leadership style

on organizational performance through talent management, the results of this simultaneous test have a positive and significant effect. Although below 50 percent is in the moderate category, the application of a transformational leadership style through talent management is able to improve the performance of the Maro Sebo Ilir Police, especially in carrying out roles, handling change, level of personnel capability and personal profile.

The positive impact of the transformational leadership style is believed to be able to produce more performance efforts, reduce turnover, higher morale, they are even easier to adapt (Robbins & Judge, 2017). Organizations with leaders who use transformational leadership styles generally have greater responsibility, greater risk taking, and compensation plans for these risks that lead to the long term.

This is also corroborated by previous research (Jaspin et al., 2021) at the Bidpropam Work Unit at the South Sulawesi Police that transformational leadership style, work culture and commitment bring positive changes to the job satisfaction of Bidpropam Police members of the South Sulawesi Police. This shows that the leadership of the Bidpropam Polda Sulsel has created a democratic working atmosphere and acts as a model and motivator that its members expect. Members of the Bidpropam Police of the South Sulawesi Police have instilled the values of Tribrata and Catur Prasetya as guidelines and philosophy of life in every task they carry out. Transformational leadership is also not only influential at the Polsek level, even at the troop level such as Brimob is also influential, as research conducted by (Hefrizon, 2014) stated that transformational leadership at the Brimobda Polda DIY Unit in this study had a significant positive effect on job satisfaction so that leadership style transformational at the DIY Police Mobile Brigade Unit must be maintained. This is because every time there is an increase in the transformational leadership style, it will also be followed by an increase in the satisfaction of members of the Brimobda Polda DIY Unit.

Work motivation is an important factor that affects a person's performance. A person can work well because of good work motivation and vice versa, someone does not work well if the motivation given does not meet the targets as contained in previous research (Razak et al., 2018) stating that employee work motivation is in the poor category so it has no significant effect on employee performance. The low motivation for employee performance is mainly caused by problems with salaries and incentives. To improve employee performance, company management is advised to evaluate the salary setting policy and provide incentives to employees, especially for employees who have good performance. The results of this study are not in line with the results of previous studies such as (Frese and Fay, 2001; Halbesleben and Wheeler, 2008; Lecturers, 2018) which found that motivation had a positive and significant effect on employee performance. The motivation that exists in a person will be realized in an action.

Work motivation is given to encourage the performance of Police Personnel so that they can work optimally and be disciplined in carrying out the tasks assigned by their superiors. The work motivation given is in the form of attention, direction, and inspiration that can build the morale of Police Personnel to be more active at work, so that the expected goals can be achieved. As well as (Rusdia and Jonson 2021) stated that the internal motivation of work (Joy Fun, Challenging Jobs, and Interesting Jobs), Achievement, Providing encouragement and responsibility greatly influences performance. Motivation in an organization or agency has proven to be useful in obtaining the desired goals, this also happened in other agencies in previous research (Seo, Ruampakk and Potolau 2020) which stated that in carrying out or completing a job the leader must always motivate employees, by so employees will feel encouraged and enthusiastic in completing the work, so that the results of the work will be of higher quality and of course employee performance will increase.

The performance of Polri personnel is very important in an 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 regulate them. According to (Mangkunegara, 2010) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The performance of Polri personnel has been regulated by Article 13 of Law No. 2 Th. 2002 concerning the Police which includes maintaining security and public order, enforcing the law and providing protection, protection and services to the community. In a previous study by Fendy Perdana (2020) it was stated that the higher the perception of the transformational leadership style, the higher the performance of members of the police force. On the other hand, the lower the perception of the transformational leadership style, the lower the performance of members of the police force. Good performance will certainly affect the career paths obtained by Police Personnel, one of which is promotion. Promotion in the Police is an award given by the Institution to the Personnel.

Performance as a police officer is not easy, there are many challenges that must be faced. Police performance can be measured by various aspects, for example in solving a crime case that occurred. The ideal performance of a police officer is to guard, protect and serve the community, but in reality there are several police officers who commit violations, such as working not according to the rules, being lazy, returning home prematurely and this is difficult to identify, especially for police officers who work in the field. However, this is understandable considering that the task of a police officer is not easy and must be on standby within 24 hours every day, causing boredom, boredom and triggering work stress for each member of the police. Therefore, motivation and a good leadership style are needed for Polri personnel to build

morale and encourage the performance of Polri personnel to be better, more productive, effective and efficient.

Indeed, Polri personnel should have the awareness within themselves to carry out their work or duties in accordance with applicable regulations and even exceed their duties and responsibilities due to changes in environmental conditions and situations and people who are increasingly critical of assessing the duties of the Police. In a previous study (Anwar 2021) it was stated that employees have the awareness to do work outside of their job descriptions with reasons for smoothing the production and performance of the company where the smooth running of the work is not enough just to do the work according to their duties, but they voluntarily take on an extra role as one of the a form of employee loyalty to the company.

Based on the description of work motivation, transformational leadership style and performance of Police Personnel above, the authors are interested in conducting research on work motivation and transformational leadership style with the title "Performance of Polsekta Personnel at the Jambi Police (Perspective of Transformational Leadership Style and Work Motivation)".

**Methods**

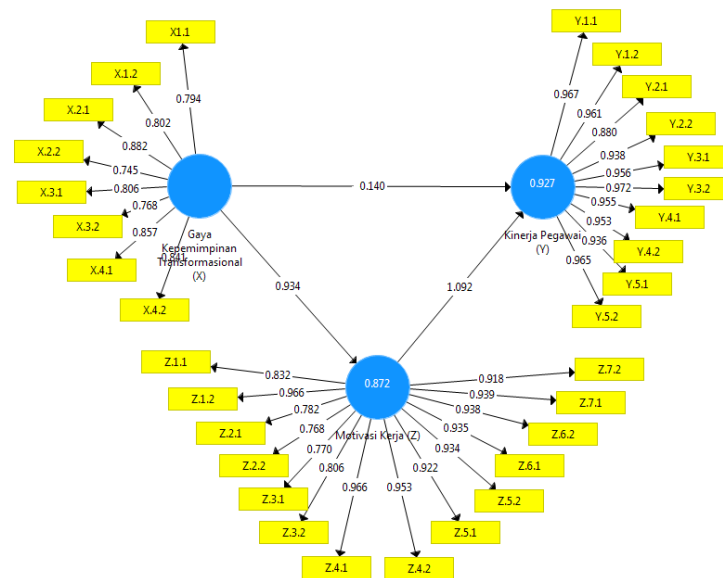
The data analysis used in this research is quantitative data analysis. Quantitative Analysis is a measurement used in a study that can be calculated with a certain number of units or expressed by numbers. This analysis includes data processing, organizing data and finding results. To quantitatively measure the direct influence of independent variables on independent variables through intervening variables, the Structural Equation Model (SEM) analysis tool was used. The software used in this study was Smart PLS 3.0. Solihin and Ratmono (2013) stated, component-based SEM using PLS was chosen as an analytical tool in research because SEM-PLS can work efficiently with small sample sizes and complex models. In addition, SEM PLS can also analyze reflective and formative measurement models as well as latent variables with one indicator without causing problems. SEM-PLS is widely used for causal-predictive analysis (causal-predictive analysis) and is complex and is a suitable technique for use in predictive and predictive applications. theory development as in this study. PLS doesn't require a lot of assumptions. The data do not have to be normally multivariately distributed and the number of samples does not have to be large. The PLS evaluation model is carried out by assessing the outer model and the inner model. Evaluation of the measurement model or Oter model is carried out to assess the validity and reliability of the model. The outer model is reflective of convergent validity and discriminatory and indicators of latent constructs and composite reliability and Cronbach alpha for the indicator block. While the evaluation of the model or inner model is to predict the relationship between latent variables (Ghozali and Latan 2015).

**Result and Discusssion**

The design of the measurement model in PLS is very important because it is related to whether the indicators are reflective or formative. The reflective model mathematically places indicators as sub-variables that are influenced by latent variables, so that these indicators can be said to be influenced by the same factors, namely the latent variable. The model used in this study is a reflective model.

Microsoft Excel program is used to input and calculate data for each indicator in this study using SmartPLS version 3 software. In this study, all latent variables in this study had reflective indicators.

The results of the calculation of the initial research model using the SmartPLS 3 software are shown in the following figure:



**Figure 1.**Outer Loading

The outer loadings test is carried out to prove that an indicator in a construct will have the largest loading factor in the construct it forms than the loading factor with other constructs. Calculation results show that the indicator is considered reliable because it has an outer loading value above 0.70.

**Table 1. Composite Reliability**

Variabel	Composite Reliability
X	0,940
Y	0,989
Z	0,982

Source: Data Processing with PLS, 2022

Based on table 1, the composite reliability test results show that the values of all variables of transformational leadership style (X), employee performance (Y) and work motivation (Z) can be said to be reliable because they have a composite reliability value greater than 0.70. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable. Table 3 is the result of R-square estimation using SmartPLS 3.

**Table 2. Nilai R-Square**

Variabel	R-Square
Y	0,927
Z	0,872

Source: Data Processing with PLS, 2022

Table 2 shows the results for the R-square value of 92.7 percent of the Y and Z variables of 87.2 percent. This shows that the effect of transformational leadership style (X) on employee performance (Y) is in the very high category. While the transformational leadership style (X) on work motivation (Z) is also included in the very high category.

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 3 provides the estimated output for testing the structural model.

**Table 3. Result for Inner Weights**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values
X – Y	0,140	0,118	0,145	0,967	0,334
Z – Y	1,092	1,071	0,133	8,185	0,000
X – Z	0,934	0,935	0,013	71,922	0,000
X – Z – Y	1,019	1,001	0,124	8,200	0,000

Source: Data Processing with PLS, 2022

In PLS statistical testing of each hypothesized relationship is carried out using simulation. In this case, the Bootstrapping method is applied to the sample. Testing with bootstrapping is also intended to minimize the problem of abnormal research data. The results of the bootstrapping test from the PLS analysis are as follows:

The results of hypothesis testing indicate that the relationship between the variables of transformational leadership style (X) and employee performance (Y) shows a path coefficient of 0.140. Its P Values are 0.334 greater than 0.05. With these results, it can be stated that the transformational leadership style variable (X) has no significant effect on employee performance (Y).

The results of hypothesis testing indicate that the relationship between work motivation (Z) and employee performance (Y) shows a path coefficient of 1.092. Its P Values are 0.000 less than 0.05. With these results, it can be stated that the work motivation variable (Z) has a positive and significant effect on employee performance (Y).

The results of hypothesis testing indicate that the relationship between the variables of transformational leadership style (X) and work motivation (Z) shows a path coefficient of 0.934. Its P Values are 0.000 less than 0.05. With these results, it can be stated that the transformational leadership style variable (X) has a significant effect on work motivation (Z).

The results of hypothesis testing indicate that the relationship between the variables of transformational leadership style (X) on employee performance (Y) and work motivation (Z) shows a path coefficient of 1.019 with P Values being 0.000 less than 0.05. With these results, it can be stated that the transformational leadership style (X) has a positive and significant effect on employee performance (Y) with work motivation (Z).

Based on the results of the PLS test, the transformational leadership style variable (X) has no significant effect on employee performance (Y). These results agree with the results of research conducted by research (Yunarsih, 2017). The transformational leadership style (X) has no effect on employee performance because leaders gain the trust of their members to become leaders, leaders are admired by their members, leaders always provide work motivation for their subordinates, leaders always inspire their members in facing difficulties at work, leaders always innovate to improve their performance. improve employee performance, Leaders like to do new things to improve performance, Kapolsek always pays attention to its members and Kapolsek supports members about work needs to improve performance.

These results agree with research conducted by Margareth (2012), in the results of his research on the effect of work motivation on employee performance (Y) which shows the results of the influence. The influence of work motivation on employee performance is caused by members of the police getting a job, members of the police can complete the tasks assigned by the organization, all members of the police are responsible for the results of their work, members of the police get a promotion because they have worked very well, there is a promotion because of the long years of service , Members of the police carry out the tasks entrusted by the police chief to members of the police, members of the police get incentives if police members achieve achievements in work, members of the police get career development in the work of police officers, the chief of police give bonuses to members of the police if the members of the police work to achieve the target. The bonus value given is very motivating for police members to work, Police members are placed in work units based on the expertise of police members, Police members get praise for the work of police members, Police members succeed in doing the work of police officers well and the work results of police members are very satisfying.

Based on the results of the PLS test, the transformational leadership style variable (X) has a positive and significant effect on work motivation (Z). This means that if the transformational leadership style (X) increases, work motivation (Z) will increase. These results agree with research conducted by research by Rasyid, Arifin and Subadi (2020) which says that the transformational leadership style (X) has a significant effect on work motivation. Furthermore, research conducted by Nilawati (2021) says that transformational leadership style (X) has a significant effect on work motivation. Then research conducted by Rosanti, A., and Nuzulia, S (2012) which says leadership has a significant effect on work motivation. The influence of the transformational leadership style (X) on work motivation is because the leader gains the trust of his members to become a leader, the leader is admired by his members, the leader always provides work motivation for his subordinates, the leader always pays attention to his members, the leader supports his members about work needs to improve performance, Leaders always inspire their members in facing difficulties at work, Leaders always innovate to improve employee performance and Leaders like to do new things to improve performance.

Based on the results of the study, it shows that transformational leadership style (X) has a significant and positive effect on employee performance (Y) through work motivation (Z) as an intervening variable. This means that if the transformational leadership style (X) increases and work motivation (Z) increases, employee performance (Y) will increase. The influence of transformational leadership style (X) on employee performance through work motivation (Z) because the leader gains the trust of his members to be a leader, the leader is admired by his members, the leader always provides work motivation for his subordinates, the leader always pays attention to his members, the leader supports his members about need for work to improve performance, Leaders always inspire their members in dealing with difficulties at work, Leaders always innovate to improve employee performance and Leaders like to do something new to improve performance. Then members of the police get a job, Members of the police can complete the tasks assigned by the organization, All members of the police are responsible for the results of their work, Members of the police get a promotion because they have worked very well, There is a promotion due to years of service, Members of the police carry out tasks that entrusted by the police chief to members of the police force, members of the police get incentives if police members achieve performance in their work, members of the police get career development in the work of police officers, the police chief gives police members a bonus if police members work to achieve the target. The bonus value given is very motivating for police members to work, Police members are placed in work units based on the expertise of police members, Police members get praise for the work of police members, Police members succeed in doing the work of police officers well and the work results of police members are very satisfying.

## **Conclusion**

Based on the results of the analysis and discussion that have been described in the previous chapter, it can be concluded that the transformational leadership style has no significant effect on the performance of members of the Police at the Jambi Police. This means that the transformational leadership style does not have a direct influence on the performance of members of the Police at the Jambi Police. Work motivation has a positive and significant effect on the Performance of Police Members at the Jambi Police. This means that if work motivation increases, the performance of police members will increase. The transformational leadership style has a significant effect on the work motivation of Police Members at the Jambi Police. This means that if the transformational leadership style increases, work motivation will increase. Transformational

leadership style has a positive and significant effect on the performance of Police Members at the Jambi Police through work motivation. This means that if the transformational leadership style increases and work motivation, employee performance will increase

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