# LEADERSHIP POTENTIAL AND MOTIVATION ON THE PERFORMANCE OF POLICE PERSONNEL IN TULANG BAWANG

**Siti Widriya Farhani Kampay[1*], Iskandar[2]**

[1,2]Management Study Program, Faculty of Economics and Business,
Universitas Bandar Lampung
E-mail: [1] farhanikampayyy@gmail.com , [2] iskandar@ubl.ac.id

***Abstract***

*The importance of the workforce's role in achieving an institution's goals indicates that the success of the organization heavily depends on the quality and enthusiasm of the involved members. In the context of Tulang Bawang Police Resort, as part of the police institution with a crucial role in maintaining the well-being and social security in the country, the performance of personnel becomes a key factor in achieving these goals. During the initial interviews, concerns about the staff's motivation and enthusiasm at Tulang Bawang Police Resort were discovered. Some employees tend to be lazy and eager to go home, indicating a lack of motivation in carrying out their duties. Awareness of the importance of high motivation and enthusiasm becomes the basis for researchers to conduct further research. This study aims to evaluate the impact of leadership and motivation on the performance of members of the Tulang Bawang Police Resort. This research is quantitative in nature, and the analysis is conducted using the SPSS statistical software. The research sample consists of 30 members of the Tulang Bawang Police Resort. The results indicate that each increase of 1 unit in the leadership scale is followed by a decrease of 2.591 units in performance. Additionally, there is a positive correlation between motivation and performance, where each increase of one unit in motivation is followed by an increase of 0.666 units in performance. It can be concluded that leadership has no influence on performance, while motivation shows a positive and significant impact on performance.*

*Keywords: Motivation, Leadership, Performance*

## 1. INTRODUCTION

The workforce within an institution plays a vital role that cannot be underestimated. Their presence holds a central position in the achievement of the institution's objectives. Human resources actively engage in all aspects of the institution's activities, serving as regulators, implementers, and determiners of the institution's goals. Therefore, the presence of a skilled and highly motivated workforce can greatly contribute to the institution's efforts in effectively and efficiently achieving their objectives. As stated by Samsuni (2017), motivation is defined as the behavioral activities that individuals engage in to fulfill their desired needs.

A high level of work motivation has the potential to inspire employees to work harder and more efficiently in their productivity. According to Tambunan (2015), motivation can be categorized into two types: intrinsic and extrinsic motivation, which differ in their origins. Intrinsic motivation arises from within the individual, such as the thirst for knowledge, the desire for continuous learning, and the drive for excellence. On the other hand, extrinsic motivation stems from external factors, such as financial rewards, recognition, and the bestowal of awards.

In addition to motivation, leadership holds significant significance within an organization. As stated by Effendi (2014), leadership is an influential endeavor that

persuades others to steer towards predetermined organizational objectives. A proficient leader can establish a favorable work atmosphere, enabling employees to operate with enhanced effectiveness and efficiency. Moreover, effective leadership offers valuable guidance and support to employees, facilitating the growth of their abilities and potential.

Hence, effective leadership is essential in boosting employee productivity by influencing their enthusiasm and motivation levels. As stated by Silalahi (2021), performance refers to the execution and outcomes of tasks performed by individuals within an organizational structure, aligned with their roles and responsibilities. This is measured against specific standards or metrics used by companies to assess accomplishments. When employees deliver excellent performance, it positively impacts the organization's productivity and profitability.

According to Hasibuan (2015), an organization is defined as a formal structure comprising two or more individuals working together to achieve specific objectives. It necessitates collective efforts towards common goals. In Indonesia, the police force is one of the government institutions that plays a vital role in upholding social welfare and security within the country. Within the Polri institutional framework, there exists a well-organized structure at various levels, including Polda Lampung, which oversees 14 police resorts, including Polres Tulang Bawang. Employee performance holds significant importance in the context of the police force. However, based on the author's pre-research interviews with a personnel member from Polres Tulang Bawang, it is evident that there is a problem - many employees exhibit laziness and a desire to leave work early due to a lack of motivation.

In light of the observed disparities between anticipated outcomes and actualities discussed earlier, the researcher is motivated to undertake a study at Polres Tulang Bawang. In this context, the researcher has established specific objectives for the study. Firstly, the aim is to scrutinize the potential impact of leadership on the overall performance of personnel at Polres Tulang Bawang. Secondly, the investigation extends to exploring the influence of motivation on the performance of personnel within the same context. Lastly, the researcher seeks to ascertain whether there exists a combined effect of leadership and motivation on the performance of personnel at Polres Tulang Bawang. These objectives are formulated with the intention of gaining a comprehensive understanding of the dynamics at play within the law enforcement agency and the factors that may contribute to or hinder the performance of its personnel.

## 2. LITERATURE REVIEW
### 2.1. Leadership

Leadership is a comprehensive and complex concept that involves various elements in organizing, providing guidance, and influencing individuals or groups to achieve predetermined goals. It goes beyond mere possession of power or authority; instead, it encompasses skills and qualities that enable someone to lead effectively and bring about positive change.

Leadership is not confined to specific positions or titles. A leader is not necessarily associated with a particular degree or position in the organizational structure (Specchia et al., 2021). Instead, leadership can emerge in various situations and levels, whether in a professional, social, or even family context. It can come from a manager, a mentor, or

even a friend who provides positive encouragement to an individual or group (Sari & Sari, 2024).

Leadership involves various qualities that distinguish effective leaders. These qualities include honesty, integrity, the ability to inspire and motivate others, and the ability to make appropriate and courageous decisions (Zbierowski & Gojny-Zbierowska, 2022). A leader must also be capable of communicating effectively, both in listening and conveying messages clearly and efficiently. The ability to collaborate within a team and build solid relationships with others is also an essential element in successful leadership.

One of the most crucial strategies for effective human resource management in a corporate environment is the development of good relationships between leaders and team members, applied through leadership styles. Employees who disagree with their managers may choose to resign from their positions (Komariah et al., 2021).

## 2.2. Motivation

Several factors influence employee productivity, among which is a profound understanding of the job responsibilities and duties they carry. When employees have a clear understanding of what is expected from them, they tend to be more focused and organized in performing their tasks (Chanana & Sangeeta, 2021). Additionally, having the necessary tools and resources is crucial for employee motivation. Employee motivation is a key factor in the success of an organization. It involves internal drive that propels individuals to achieve organizational goals by giving their best efforts. When employees feel motivated, they are likely to be more productive, dedicated, and contribute positively to their work environment.

Various factors affect employee motivation. One major factor is a supportive work environment (Kurdi & Alshurideh, 2020). An inclusive, collaborative, and growth-supportive environment encourages employees to feel valued, motivated, and engaged in their work. Other influencing factors include fair compensation, recognition for achievements, career development opportunities, and a balance between work and personal life.

In addition to external factors, motivation is closely related to employees' personal and professional satisfaction with their work. Employees who feel engaged in their tasks and see value in them tend to be more motivated (Mahmoud et al., 2021). Recognition of their contributions, opportunities for skill development, and responsibilities aligned with individual interests and expertise also influence their motivation.

The role of management in enhancing employee motivation is crucial. Effective managers understand their employees individually, listen to their needs and aspirations, and provide the necessary support and guidance. Open communication, constructive feedback, and recognizing employees' contributions are ways to build a positive relationship between managers and employees.

Strategies to enhance employee motivation can vary. One approach is through the development of incentive programs that can encourage high performance. These incentives may include performance bonuses, recognition for specific achievements, or other awards that add value for high-performing employees. Additionally, providing opportunities for skill development, training, and mentoring is another effective way to boost employee motivation.

## 2.3. Employee Performance

Employee performance is a reflection of the contributions and results they deliver in the workplace (Runggu Besmandala Napitupulu et al., 2020). It encompasses how well employees complete their tasks, contribute to the company's goals, and the positive impact they make within the organization. Components such as productivity, job quality, creativity, innovation, and consistency in achieving goals are crucial aspects of adequate employee performance. Access to technology, necessary training, and support from management can help enhance performance.

Enthusiasm and motivation also play essential roles in improving workforce productivity. Motivated employees tend to perform better. Motivation can stem from various sources, including job satisfaction, recognition for contributions, career development opportunities, and a positive work environment. Management plays a central role in improving employee performance. Effective managers are known as individuals who can provide clear guidance, constructive feedback, and the necessary support to help employees reach their full potential.

Building solid relationships between management and employees, while emphasizing open communication, is also recognized as a strategic step in improving performance. Additionally, conducting periodic performance evaluations is a vital part of human resource management (Murphy, 2020). This includes measuring goal achievement, assessing skills, providing feedback, and recognizing achievements. These evaluations help identify areas where employees excel and where they may need further assistance.

Providing development opportunities and coaching is a crucial step in enhancing employee performance. Relevant training, skill development programs, and opportunities for career growth are essential factors in maintaining high performance. A positive and inclusive work environment can also support employee performance (Asniwati, 2022). Opportunities for collaboration, sharing ideas, feeling heard, and being appreciated in an environment that embraces diverse perspectives can provide an additional boost for better performance.

Based on the literature review above, the following is the framework within this research:
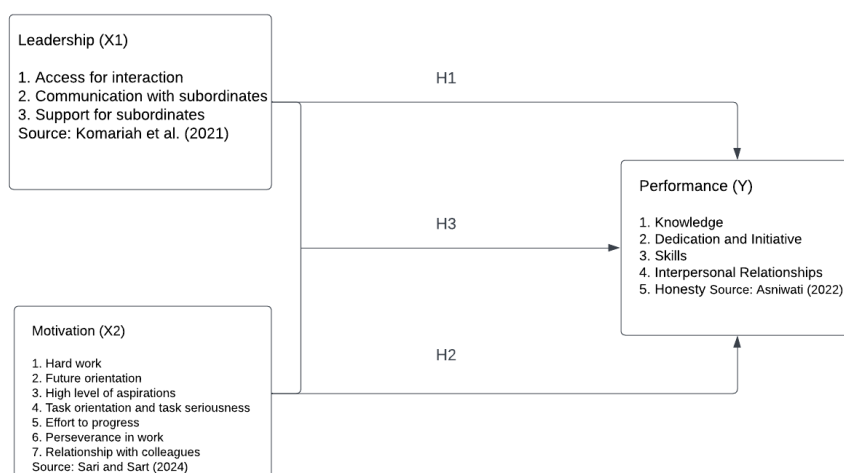


**Figure 1. Research Conceptual Framework**

## 3. RESEARCH METHODS

This research adopts a quantitative approach using a questionnaire as the primary tool. The focus of this research is to investigate a group of members who are an exclusive part of a specific population, namely all members of Polresta Tulang Bawang, with a total population of 50 individuals obtained from Polresta Tulang Bawang. To determine the research sample size, the total sampling method is applied, where the sample size is equivalent to the entire population. The selection of this total sampling technique is based on a population size of less than 100 individuals, making the entire population members the research sample, totaling 30 individuals.

The creation of hypotheses is the aim of this research, which involves collecting data using research instruments and analyzing it quantitatively or statistically. The statistical program SPSS version 26 is used for this research. The data analysis technique in this research is multiple linear regression analysis. The researcher conducts several tests, including validity and reliability tests, to assess the instrument's suitability before performing the analysis. Additionally, standard assumption tests such as heteroskedasticity, multicollinearity, and normality are also conducted. Subsequently, as part of the data analysis, the researcher performs multiple linear regression analysis using coefficient of determination ($R^2$) test, F-test, and t-test.

## 4. RESULTS AND DISCUSSION

### A. Result

To assess the instrument's feasibility, the researcher initially conducted an instrument feasibility test, consisting of validity and reliability tests. The validity test in this study was conducted using the Pearson Correlation test. If the calculated r-value > table r-value, then the research instrument used is considered valid. The table r-value in this study is 0.3610 based on the r-table distribution for two-tailed testing at a significance level of 0.05 and df 28. Below are the results of the validity test in this study.

**Table 1. Descriptive Statistics Test for Leadership Variable (X1)**

| Indicator | SD | | D | | SlA | | A | | SA | |
|---|---|---|---|---|---|---|---|---|---|---|
| | N | % | N | % | N | % | N | % | N | % |
| X1.1 | 0 | 0,00 | 0 | 0,00 | 1 | 3,33 | 9 | 30,0 | 20 | 66,67 |
| X1.2 | 0 | 0,00 | 0 | 0,00 | 3 | 10,00 | 12 | 40,0 | 15 | 50,00 |
| X1.3 | 0 | 0,00 | 0 | 0,00 | 5 | 16,67 | 13 | 43,3 | 12 | 40,00 |

Source: Data processed with SPSS version 27, 2023

Based on Table 1 for the leadership variable, for the first question, 66.67% strongly agreed, with 20 respondents indicating strong agreement, followed by 30% agreeing, with 9 respondents, and 3.33% slightly agreed, with 1 respondent. Moving on to the second question, 50% strongly agreed, with 15 respondents, followed by 40% agreeing, with 12 respondents, and 10% slightly agreed, with 3 respondents. Lastly, for the third question, 40% strongly agreed, with 12 respondents, followed by 43.3% agreeing, with 13 respondents, and 16.67% slightly agreed, with 5 respondents.

The majority of respondents expressed strong agreement in this category, with the highest percentage compared to the Agree (A) category and other percentages. In terms

of frequency and percentage, the general pattern indicates that the majority of respondents tend towards stronger agreement (A and SA) rather than disagreement (D and SD) regarding the observed leadership variable.

**Table 2. Descriptive Satistical Test of Motivation Variables (X2)**

| Indicator | SD | | D | | SlA | | A | | SA | |
|-----------|----|----|----|----|----|----|----|----|----|----|
| | N | % | N | % | N | % | N | % | N | % |
| X2.1 | 0 | 0,00 | 0 | 0,00 | 2 | 6,67 | 12 | 40,00 | 16 | 53,33 |
| X2.2 | 0 | 0,00 | 0 | 0,00 | 2 | 6,67 | 16 | 53,33 | 12 | 40,00 |
| X2.3 | 0 | 0,00 | 0 | 0,00 | 2 | 6,67 | 12 | 40,00 | 16 | 53,33 |
| X2.4 | 0 | 0,00 | 1 | 3,33 | 3 | 10,00 | 10 | 33,33 | 16 | 53,33 |
| X2.5 | 0 | 0,00 | 2 | 6,67 | 3 | 10,00 | 6 | 20,00 | 19 | 63,33 |
| X2.6 | 0 | 0,00 | 0 | 0,00 | 3 | 10,00 | 13 | 43,33 | 14 | 46,67 |
| X2.7 | 0 | 0,00 | 0 | 0,00 | 2 | 6,67 | 15 | 50,00 | 13 | 43,33 |

Source: Data processed with SPSS version 27, 2023

Based on Table 2 for the motivation variable, for the first question, 53.33% strongly agreed, with 16 respondents indicating strong agreement, followed by 40% agreeing, with 12 respondents, and 6.67% slightly agreed, with 2 respondents. Moving on to the second question, 40% strongly agreed, with 12 respondents, followed by 53.33% agreeing, with 16 respondents, and 6.67% slightly agreed, with 2 respondents. For the third question, 53.33% strongly agreed, with 16 respondents, followed by 40% agreeing, with 12 respondents, and 6.67% slightly agreed, with 2 respondents.

For the fourth question, 53.33% strongly agreed, with 16 respondents, followed by 33.33% agreeing, with 10 respondents, 10% slightly agreed, with 3 respondents, and 3.33% disagreed, with 1 respondent. For the fifth question, 63.33% strongly agreed, with 19 respondents, followed by 20% agreeing, with 6 respondents, 10% slightly agreed, with 3 respondents, and 6.67% disagreed, with 2 respondents.

For the sixth question, 46.67% strongly agreed, with 14 respondents, followed by 43.33% agreeing, with 13 respondents, and 10% somewhat agreeing, with 3 respondents. Finally, for the seventh question, 43.33% strongly agreed, with 13 respondents, followed by 50% agreeing, with 15 respondents, and 6.67% slightly agreed, with 2 respondents.

The majority of respondents expressed strong agreement in this category, with the highest percentage compared to other categories. Overall, the frequency distribution pattern indicates that the majority of respondents tend towards higher levels of agreement (SA and SSA) rather than disagreement (D and SD) in the measured motivation variable. This signifies a positive trend in responses to motivation among the respondents.

**Table 3. Descriptive Statistical Test of Performance Variables (Y)**

| Indicator | SD | | D | | SlA | | A | | SA | |
|-----------|----|----|----|----|----|----|----|----|----|----|
| | N | % | N | % | N | % | N | % | N | % |
| Y.1 | 0 | 0,00 | 2 | 6,67 | 4 | 13,33 | 8 | 26,67 | 16 | 53,33 |
| Y.2 | 1 | 3,33 | 1 | 3,33 | 2 | 6,67 | 12 | 40,00 | 14 | 46,67 |
| Y.3 | 1 | 3,33 | 2 | 6,67 | 4 | 13,33 | 8 | 26,67 | 15 | 50,00 |
| Y.4 | 0 | 0,00 | 1 | 3,33 | 3 | 10,00 | 11 | 36,67 | 15 | 50,00 |
| Y.5 | 1 | 3,33 | 0 | 0,00 | 2 | 6,67 | 10 | 33,33 | 17 | 56,67 |

Source: Data processed with SPSS version 27, 2023

Based on Table 3 for the performance variable, for the first question, 53.33% strongly agreed, with 16 respondents indicating strong agreement, followed by 26.67% agreeing, with 8 respondents, next 13.33% slightly agreeing, with 4 respondents, and 6.67% disagreed, with 2 respondents. Moving on to the second question, 46.67% strongly agreed, with 14 respondents, followed by 40% agreeing, with 12 respondents, next 13.33% slightly agreeing, with 4 respondents, then 6.67% disagreed, with 2 respondents, and 3.33% strongly disagreed, with 1 respondent.

For the third question, 50% strongly agreed, with 15 respondents, followed by 26.67% agreeing, with 8 respondents, next 13.33% slightly agreeing, with 4 respondents, then 6.67% disagreed, with 2 respondents, and 3.33% strongly disagreed, with 1 respondent. In the fourth question, 50% strongly agreed, with 15 respondents, followed by 36.67% agreeing, with 11 respondents, next 10% slightly agreeing, with 3 respondents, and 3.33% disagreed, with 1 respondent.

For the fifth question, 56.67% strongly agreed, with 17 respondents, followed by 33.33% agreeing, with 10 respondents, next 6.67% slightly agreeing, with 2 respondents, and 3.33% strongly disagreed, with 1 respondent. The vast majority of respondents strongly agreed with the measured performance indicators. Overall, the frequency distribution pattern indicates that the majority of respondents tend towards higher levels of agreement (SA and SSA) rather than disagreement (D and SD) regarding the observed performance variable. This may indicate a positive or at least neutral response to the measured performance aspect.

**Table 4. Validity Test Results**

| No | Statement | r statistic | r table | Description |
|---|---|---|---|---|
| | **Leadership (X1)** | | | |
| 1 | A person's leadership can affect my performance at Tulang Bawang Police Station. | 0,726 | 0,361 | Valid |
| 2 | The way leadership communicates affects my performance and motivation. | 0,878 | 0,361 | Valid |
| 3 | Poor leadership affects my performance and motivation. | 0,853 | 0,361 | Valid |
| | **Motivation (X2)** | | | |
| 4 | Police institute culture affects leadership style. | 0,703 | 0,361 | Valid |
| 5 | Leadership strategies are very effective in dealing with change. | 0,751 | 0,361 | Valid |
| 6 | Appreciation and rewards motivate me at work. | 0,683 | 0,361 | Valid |
| 7 | A good leader can influence my motivation level at work. | 0,700 | 0,361 | Valid |
| 8 | The relationship between coworkers affects my motivation level at work. | 0,706 | 0,361 | Valid |

| No | Statement | r statistic | r table | Description |
|---|---|---|---|---|
| 9 | Time management and work balance affect my motivation at work. | 0,618 | 0,361 | Valid |
| 10 | I feel that my duties and responsibilities affect my motivation. | 0,781 | 0,361 | Valid |
| | **Employee Performance (Y)** | | | |
| 11 | I can complete my work on time. | 0,798 | 0,361 | Valid |
| 12 | I always complete the work given by my superiors well. | 0,826 | 0,361 | Valid |
| 13 | At work, I only do a very limited amount of work. | 0,735 | 0,361 | Valid |
| 14 | I can handle difficulties at work. | 0,931 | 0,361 | Valid |
| 15 | I have the ability to complete the targets set. | 0,715 | 0,361 | Valid |

Source: Data processed with SPSS version 27, 2023

Based on the table above, it can be seen that all statements in the research questionnaire are valid. Next, the researcher conducted a reliability test. The reliability test in this study was conducted using the Alpha Cronbach test. If the Cronbach's Alpha value obtained exceeds the threshold, which is 0.60, then the instrument used is considered reliable. Here are the results of the reliability test in this study.

**Table 5. Reliability Test Results**

| No | Variable | *Alpha Cronbach* | Threshold | Description |
|---|---|---|---|---|
| 1 | Leadership (X1) | 0,758 | 0,60 | Reliable |
| 2 | Motivation (X2) | 0,821 | 0,60 | Reliable |
| 3 | Employee Performance (X3) | 0,851 | 0,60 | Reliable |

Source: Data processed with SPSS version 27, 2023

It can be seen from the table above that each variable used in this study is proven to be dependent. As a result, the research instrument can be applied and used to test more traditional hypotheses. Normality test is the first step in traditional assumption testing. The Kolmogorov-Smirnov test is used to determine the normality of the study. Research data is normally distributed if the significance value is greater than the significance level of 5% or 0.05. The findings of the normality test in this study are presented below.

## Table 6. Normality Test Results

**One-Sample Kolmogorov-Smirnov Test**

| | | | Unstandardized Residual |
|---|---|---|---|
| N | | | 30 |
| Normal Parameters[a,b] | Mean | | .0000000 |
| | Std. Deviation | | 2.98306009 |
| Most Extreme Differences | Absolute | | .149 |
| | Positive | | .149 |
| | Negative | | -.126 |
| Test Statistic | | | .149 |
| Asymp. Sig. (2-tailed)[c] | | | .086 |
| Monte Carlo Sig. (2-tailed)[d] | Sig. | | .084 |
| | 99% Confidence Interval | Lower Bound | .077 |
| | | Upper Bound | .091 |

Source: Data processed with SPSS version 27, 2023

Looking at the Asymp value and the results of the normality test above, the significance value obtained (2-tailed) is 0.086. This value exceeds the significance level of 5% or 0.05. As a result, the research data has a normal distribution.

Next, the researcher conducted a multicollinearity test. The multicollinearity test in this study was conducted using the Variance Inflation Factor (VIF) test. The findings of the multicollinearity test in this study are presented below.

## Table 7. Multicollinearity Test Results

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.591 | 5.231 | | .495 | .624 | | |
| | Kepemimpinan | -.113 | .490 | -.049 | -.231 | .819 | .526 | 1.902 |
| | Motivasi | .666 | .220 | .640 | 3.035 | .005 | .526 | 1.902 |

a. Dependent Variable: Kinerja

Source: Data processed with SPSS version 27, 2023

Looking at the results of the multicollinearity test above, the tolerance values obtained for both independent variables are 0.526, where 0.526 > 0.01. Meanwhile, 1.092 < 10, and 1.902 is the VIF value generated for both independent variables. Therefore, the research data can be said not to show symptoms of multicollinearity.

The researcher then conducted a heteroskedasticity test. The Glejser test was used to test heteroskedasticity in this study. There are no signs of heteroskedasticity in the research data if the significance value of the independent variable is higher than the significance level of 5% or 0.05. The findings of the heteroskedasticity test in this study are as follows.

### Table 8. Heteroscedasticity Test Results
#### Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.328 | 3.499 | | 2.094 | .046 |
| | Kepemimpinan | -.505 | .327 | -.386 | -1.543 | .134 |
| | Motivasi | .047 | .147 | .081 | .323 | .749 |

a. Dependent Variable: ABS_RES

Source: Data processed with SPSS version 27, 2023

The results of the previous heteroskedasticity test indicate that the significance values for the Leadership (X1) and Motivation (X2) variables are 0.134 and 0.749, respectively. Both values exceed 0.05. Therefore, it can be said that there is no indication of heteroskedasticity in the research data.

The research data meets the prerequisites for multiple linear regression analysis based on classical assumptions. The coefficient of determination (R2) test is the initial step in this analysis. How well the independent variables explain the variation in the dependent variable will be indicated by the Adjusted R-Square value produced. The results of the coefficient of determination (R2) test are as follows.

### Table 9. Test Results of the Coefficient of Determination (R2)
#### Model Summary[b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .607[a] | .369 | .322 | 3.09157 |

a. Predictors: (Constant), Motivasi, Kepemimpinan

b. Dependent Variable: Kinerja

Source: Data processed with SPSS version 27, 2023

Proven from the previous test, the Adjusted R-Square value obtained is 0.322. This indicates that approximately 32.2% of the variation in the Performance variable (Y) can be explained by the Leadership (X1) and Motivation (X2) variables, while the remaining 67.8% is explained by other factors not covered in this study.

The researcher used the F-test to ensure the combined influence of independent and dependent variables. If the significance value obtained is less than the significance level of %, it can be concluded that the independent variables have a simultaneous effect on the dependent variable. In the context of this study, the findings of the F-test are as follows.

### Table 10. F test results

**ANOVA**[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 150.906 | 2 | 75.453 | 7.894 | .002[b] |
| | Residual | 258.061 | 27 | 9.558 | | |
| | Total | 408.967 | 29 | | | |

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi, Kepemimpinan

Source: Data processed with SPSS version 27, 2023

From the results of the previous F test analysis, it can be seen that the significance value recorded is 0.002. This indicates that the two independent variables, namely Leadership (X1) and Motivation (X2), jointly impact the Performance variable (Y). To understand how much impact each independent variable has, researchers conducted a t-test. The following are the results of the t-test within the scope of this study.

### Table 11. t-test results

**Coefficients**[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.591 | 5.231 | | .495 | .624 | | |
| | Kepemimpinan | -.113 | .490 | -.049 | -.231 | .819 | .526 | 1.902 |
| | Motivasi | .666 | .220 | .640 | 3.035 | .005 | .526 | 1.902 |

a. Dependent Variable: Kinerja

Source: Data processed with SPSS version 27, 2023

If the t-value > t-table, then the independent variable has a positive effect on the dependent variable. The t-table value in this study is 2.04841, based on the percentage point of the t-distribution table for df 25 and significance level of 0.05. If the significance value obtained is less than the significance level of 5%, i.e., 0.05, then the existing effect is considered significant. Based on the results of the t-test above, it can be seen that the Leadership variable (X1) obtained a t-value of -0.231 with a significance of 0.819. Meanwhile, the Motivation variable (X2) obtained a t-value of 3.035 with a significance of 0.005. Based on these t-test results, it is evident that only the Motivation variable partially has a positive and significant effect on Performance. Meanwhile, Leadership has a negative effect on Performance. Based on these test results, the regression equation obtained is as follows:

$$\text{Performance} = 2.591 - 0.113\ X1 + 0.666\ X2 + 28$$

From the above equation, it can be explained that every increase of 1 unit of Leadership is followed by a decrease in Performance by 2.591. Meanwhile, every increase in Motivation by 1 unit is followed by an increase in Performance by 0.666.

## B. Discussion

### 1. The Influence of Leadership on Performance

This study found that Leadership has a negative impact on Performance. Ineffective or negatively influential leadership can have serious consequences for the performance of a team or organization as a whole. While strong and efficient leadership is crucial for guiding, inspiring, and motivating team members, poor leadership can have detrimental consequences.

One example of the negative impact of ineffective leadership is a decline in performance. Studies and research have shown a significant correlation between poor leadership and decreased performance in various work environments. This research indicates that for each increase of 1 unit on the leadership scale, there is a corresponding decrease of 2.591 units in performance. This emphasizes the importance of effective leadership in stimulating and maintaining high levels of performance.

Leadership that fails to provide clear direction or lacks a clear vision can be confusing and hinder team productivity (Lin et al., 2022). When a leader cannot provide clear guidance, team members may feel confused, less motivated, and struggle to achieve common goals. This can lead to confusion about responsibilities, priorities, and strategies, resulting in an overall decline in performance.

Moreover, authoritarian or overly controlling leadership can also harm team performance (Wang et al., 2019). When a leader makes decisions authoritatively without considering the input and contributions of team members, it can inhibit innovation, creativity, and team motivation. Employees may feel hindered from contributing or sharing ideas due to a lack of room for self-expression. As a result, this can lower overall performance.

Leadership that is less adaptive or unable to adapt to environmental changes can also have a negative impact on performance (Obrenovic et al., 2020). In a constantly changing world, a leader's ability to adapt to situational, technological, or industry trends is crucial. Inability to adapt may mean that the team cannot pursue innovation, competitive advantages, or overcome emerging challenges, leading to an overall decline in performance.

Ineffective leadership that fails to build positive relationships among team members can also harm performance. Limitations in building positive relationships, mutual trust, and open communication can hinder collaboration, coordination, and team morale. Consequently, this can reduce the overall performance of the team.

Hence, ineffective or negatively influential leadership can lead to a significant decline in performance. Leaders who cannot provide clear direction, adapt to change, build positive relationships, and recognize the contributions of team members can have detrimental effects on motivation, productivity, and overall work outcomes for a team or organization. Therefore, it is crucial for leaders to continue learning, developing, and improving their leadership skills to create an environment that enables optimal performance.

### 2. The Influence of Motivation on Performance

Motivation plays a crucial role in enhancing individual performance in the workplace. When motivation increases, it is often followed by a significant improvement in performance. This study indicates that for each increase of 1 unit in motivation, there

is a corresponding increase of 0.666 units. It is essential to understand how motivation, on a partial basis, can positively impact performance.

Motivation is fundamentally an internal drive that compels an individual to act or perform a task with enthusiasm and determination (Basalamah & As'ad, 2021). When individuals feel motivated, they tend to be more focused, enthusiastic, and driven to achieve their goals. This drive has an impact on performance due to various factors influencing how motivation interacts with one's behavior and achievements.

One way motivation influences performance is by enhancing an individual's level of focus and concentration on the tasks at hand (Ali & Anwar, 2021). When individuals are motivated, they are more likely to absorb information, complete tasks, and overcome challenges more effectively. This aids in improving the quality of work and overall productivity.

Motivation can also inspire individuals to formulate clearer goals and pursue them with stronger determination (Martela et al., 2021). When someone is motivated, they tend to have a sharper vision of what they want to achieve and direct their efforts toward reaching those goals. This can enhance performance by providing clear direction and specific goals for the individual. This aligns with the findings of Alam & Nurhalimah (2021), indicating that employee performance is significantly influenced by motivation.

Furthermore, high motivation can also influence the energy levels and enthusiasm of individuals in completing their tasks. When someone is motivated, they are more likely to have high positive energy and strong enthusiasm to complete their work well. This means they are more prepared to shoulder a higher workload and endure challenges.

Increased motivation also has positive impacts on an individual's ability to overcome obstacles and challenges in the workplace. When someone is motivated, they exhibit higher resilience to failure, can take greater risks, and are more willing to learn from their failures (Kirkman & Stoverink, 2021). This results in more creative thinking, innovation, and the ability to find solutions in difficult situations.

Motivation is one of the factors influencing individual performance. Although high motivation often correlates with better performance, there are various other factors that also affect an individual's performance in the workplace, such as skills, work environment, support from superiors, and social conditions. Therefore, while high motivation can enhance performance, it should not be overlooked that there are other contributing factors to one's overall performance in the work environment.

## 5. CONCLUSION

The findings of the study shed light on how motivation and leadership impact the performance of police officers in Tulang Bawang. Initially, it was discovered that leadership does not have a significant influence on the performance of Tulang Bawang Police Resort members. The study revealed that for every 1 unit increase on the leadership scale, there was a subsequent decrease of 2.591 units in performance. This highlights the potential negative consequences of ineffective leadership, emphasizing the need for improvements in leadership style to maintain optimal performance among police personnel. On the other hand, the research emphasized the positive and significant influence of motivation on the performance of Tulang Bawang Police Resort members. A positive correlation was found, indicating that for every 1 unit increase in motivation, there was a corresponding increase of 0.666 units in performance. Motivation, as an

internal driving force, was recognized as a crucial factor that fuels individuals to work with enthusiasm and determination. The study highlighted that when individuals are motivated, their focus and concentration are heightened, leading to more effective task completion. Additionally, the research demonstrated that the performance of Tulang Bawang Police Resort officers is influenced by both motivation and leadership simultaneously. This underscores the interconnected nature of these factors in shaping the overall performance outcomes of the police force.

According to the research findings, there are some suggestions to consider. To begin with, the Chief of the Tulang Bawang Police Resort should improve their leadership approach in order to provide better support and motivation to the police resort members, which will ultimately enhance their overall performance. Moreover, it is important to acknowledge and reward those members who show outstanding performance as it can greatly boost motivation within the workforce. These suggestions aim to improve both leadership and motivation within the Tulang Bawang Police Resort, ultimately leading to a more effective police force.

## REFERENCES

Alam, I. A., & Nurhalimah, T. P. A. (2021). *Pengaruh Disiplin Motivasi Dan Pelatihan Terhadap Kinerja Karyawan Pasda Pt. Bank Rakyat Indonesia (Persero) Kalianda*.

Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and Its Influence Job Satisfaction. International Journal of Engineering, Business and Management*, 5(2), 21–30.

Asniwati. (2022). *Pengaruh Kompetensi dan Kompensasi Terhadap Kinerja Pegawai. Jesya (Jurnal Ekonomi & Ekonomi Syariah), 5(2), 1161–1174. https://doi.org/10.59141/comser va.v2i6.378*.

Basalamah, M. S. A., & As'ad, A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94–103.

Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19 lockdown. *Journal of Public Affairs*, 21(4), e2508.

Effendi, U. (2014). *Asas Manajemen. Rajawali Press*.

Hasibuan, M. S. P. (2008). *Manajemen sumber daya manusia*.

Kirkman, B. L., & Stoverink, A. C. (2021). Building resilient virtual teams. *Organizational Dynamics*, 50(1), 100825.

Komariah, S., Sukmawati, A., & Kuswanto, S. (2021). Kepuasan Kerja Sebagai Variabel Mediator Antara Gaya Kepemimpinan Dan Turnover Intention: Studi Kasus Pada Hotel di Bogor. *Jurnal Aplikasi Bisnis Dan Manajemen (JABM)*, 7(1), 34.

Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, 10(16), 3981–3990.

Lin, Y., Yang, M., Quade, M. J., & Chen, W. (2022). Is the bottom line reached? An exploration of supervisor bottom-line mentality, team performance avoidance goal orientation and team performance. *Human Relations*, 75(2), 349–372.

Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). "We aren't your reincarnation!" workplace motivation across X, Y and Z generations.

*International Journal of Manpower*, *42*(1), 193–209.

Martela, F., Hankonen, N., Ryan, R. M., & Vansteenkiste, M. (2021). Motivating voluntary compliance to behavioural restrictions: Self-determination theory–based checklist of principles for COVID-19 and other emergency communications. *European Review of Social Psychology*, *32*(2), 305–347.

Murphy, K. R. (2020). Performance evaluation will not die, but it should. *Human Resource Management Journal*, *30*(1), 13–31.

Obrenovic, B., Du, J., Godinic, D., Tsoy, D., Khan, M. A. S., & Jakhongirov, I. (2020). Sustaining enterprise operations and productivity during the COVID-19 pandemic:"Enterprise Effectiveness and Sustainability Model." *Sustainability*, *12*(15), 5981.

Runggu Besmandala Napitupulu, M., NANDAN LIMAKRISNA, N., & Lilis Suriani Gultom, L. (2020). *(Hasil Turnitin) SENSE AND THINK MARKETING IMPLICATIONS*.

Samsuni, S. (2017). Manajemen sumber daya manusia. *Al-Falah: Jurnal Ilmiah Keislaman Dan Kemasyarakatan*, *17*(1), 113–124.

Sari, A. N., & Sari, M. P. (2024). Peran Gaya Kepemimpinan dan Motivasi Dalam Meningkatkan Kinerja Karyawan pada PT Jsky Energy Indonesia. *Reslaj: Religion Education Social Laa Roiba Journal*, *6*(1), 469–481.

Silalahi, U. (2021). *Metode Penelitian Sosial. PT Refika Aditama*.

Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Galletti, C., Ricciardi, W., & Damiani, G. (2021). Leadership styles and nurses' job satisfaction. Results of a systematic review. *International Journal of Environmental Research and Public Health*, *18*(4), 1552.

Tambunan. (2015). *Jenis Motivasi belajar. Gaung Persada.*

Wang, Z., Liu, Y., & Liu, S. (2019). Authoritarian leadership and task performance: the effects of leader-member exchange and dependence on leader. *Frontiers of Business Research in China*, *13*, 1–15.

Zbierowski, P., & Gojny-Zbierowska, M. (2022). Talented enough to be a business leader? An alternative approach to entrepreneurs' traits. *Entrepreneurial Business and Economics Review*, *10*(1), 175–187.

## Copyrights