

# **The Influence of Leadership, Local Culture, Motivation on Performance and Job Satisfaction of Indonesian National Police Personnel in the South Sulawesi Regional Police**

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## **Abstract**

*The purpose of this study was to analyze the influence of leadership, local culture and work motivation on the performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police. The population and sample in this study were all Polri personnel at the South Sulawesi Regional Police Headquarters. Determination of the sample using probability sampling, namely proportionate stratified random sampling using the Slovin formula. The number of samples is 367 Polri personnel. The results of this study found that leadership did not have a positive and significant effect on the performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police. Local culture has a positive and significant effect on the performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police. Motivation has a positive and significant effect on the performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police.*

**Keywords:** *Leadership; Local Culture; Motivation; Police*

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## **I. Introduction**

In the era of globalization, every organization or company in the form of private or government, of course, has goals, both short-term and long-term, to be achieved through the activities it carries out. To achieve the goals that have been set, it is necessary to plan and manage human resources as well as possible. The term human resources refer to individuals in the organization who work together to realize the goals of the organization (Santoso, 2016).

Human resources are the most important thing that an organization has, one of the implications is that the most important investment made by an organization is in the field of human resources (Santoso, 2016). Therefore, for an organization to achieve maximum performance, fair treatment is needed. and satisfaction with the human resources working for the organization. Every organization is required to be able to compete to survive in global competition. The strategy to always be able to compete is to strengthen the organizational capacity and human resources it has (Nashuddin, 2016). However, the problem of human resources is a challenge for management because the success of management depends on the quality of human resources. If the human resources in the company can run effectively, the company will continue to run effectively, in other words, the survival of the company depends on the performance of employees. Then aligned with the proposed Handoko (2017) that the most important resource in an organization is the human resources are those that provide energy, talent, creativity and effort to the

organization's role and position of each of the human resources in implementing activity- its activities must be coordinated carefully and precisely by other human resources, which are controllers, drivers, empowerment and movers, namely: leaders. Ulrich in Hesselbein et al. (2018) states that leadership is assumed to be the heart of the computer, it is a complex series of relationships, systems and processes that are only mastered by a few people. In connection with this, many experts argue that leadership is one of the important factors in achieving organizational goals.

One element of significant value in the organization's management system for employees is leadership (*leadership*). The results of several studies indicate that leadership is needed to improve organizational competitiveness sustainably. According to Siagian (2020), that leadership is a person's ability to influence other people (his subordinates) in such a way that other people want to do the will of the leader even

though personally it may not be liked by him. The success of organizational development business activities is largely determined by the quality of the leadership or management and the commitment of the top leadership of the organization to the required energy investment and personal efforts of the leadership. A leader must be able to pay attention and try to influence and encourage his employees to carry out their duties properly. A leader or manager must apply the right leadership, according to the conditions being faced.

In addition to leadership, the most critical factor that is seen as influencing employee performance is the local culture of an area. Local culture or local wisdom is all forms of knowledge, belief, understanding, or insight as well as customs which are community habit or ethics that leads to human behaviour in an ecological group. All forms of local wisdom are lived, practised, taught and passed down from generation to generation as well as forming patterns of human behaviour towards fellow human beings (Keraf, 2015).

Furthermore, improving personnel performance will bring progress for the organization to be able to survive in a competitive environment of duties and responsibilities. Therefore, efforts to improve the performance of members are the most serious management challenges because success in achieving the goals and vision and mission depends on the quality of the performance of the human resources in it. In various fields, especially organizational life, the human factor is the main problem for every activity in it. The organization is a consciously coordinated social unit with an identifiable reactive boundary, working continuously to achieve goals (Robbins & Judge, 2016)

High personnel performance is expected by every organization, the more members who have high performance, the productivity the organization as a whole will improve so that the organization will be able to survive in every situation and circumstance. Personnel is required to be able to complete their duties and responsibilities effectively and efficiently. The success of personnel can be measured through the satisfaction of public services, the reduced number of complaints and the achievement of the optimal vision and mission of the organization.

Activities carried out by certain Polri Work Unit personnel, such as morning apples, cleaning of weapons, tactical vehicles and territorial sector locations, personal skills, afternoon running, physical development, afternoon apples, afternoon sports, postal guarding, picket, standby, off-the-job duties, which all of which are carried out every day from morning to night 24 hours without stopping, showing the work culture of Polri personnel who are on duty with full force, time-bound, activities must be carried out and completed on time, orders that do not know the time, must continue to be alert and ready to receive orders. This results in personnel lacking rest, causing stress, pressure and feelings of dissatisfaction.

The stress experienced by Polri personnel causes morale and work motivation to decrease so that Polri personnel become dissatisfied and resulting in the emergence of an unprofessional, unprofessional character in their duties, decreased discipline, lack of obedience to the leadership, not alert and negligent in their duties, many accidents occur while on duty. In addition, they also show boredom and boredom with their routine or work environment, so they choose to freely roam outside the service and try to steal opportunities to escape the supervision of the leadership. Police personnel also become underachieving and irresponsible while carrying out the tasks assigned to them. This is a form of dissatisfaction with the things received due to ineffective leadership in accommodating a strict work culture and the lack of positive motivation given to members. As a result, several violations emerged including, fighting against superiors, drug abuse, escaping from the unit (desertion), acts of violating discipline and cases of fights that could take the life of a person

Polri as the organizer of government functions which have main functions (Sadjijono, 2008), namely: *First*, as part of the bureaucracy that carries out government functions in the field of public services in the form of granting certain activity permits, driving licenses, services for regulating order and protecting the community. In carrying out this function, the police have the discretionary authority to translate legal norms and certain social trends within a certain period. *Second*, as part of the criminal justice bureaucracy, especially in the field of criminal investigations. In this position, the police must obey and discipline the law and protect human rights.

Article 2 of Law no. 2 of 2002 concerning the National Police of the Republic of Indonesia, states that the function of the Police is one of the functions of the state government in the field of maintaining security and public order, law enforcement, protection, protection and service to the community. The National Police is a reflection of the demands and expectations of the community for a sense of security, security, order, and peace that supports productivity for the welfare of its citizens. Polri is also required to reform itself, through various improvements in its human resources and changes in the mindset of Polri officers (*to change the mindset of police officers*) on an ongoing basis so that Polri can overcome future challenges in line with globalization and democratization.

The Indonesian National Police at the South Sulawesi Regional Police has the main task of maintaining security, public order and law enforcement to provide protection, protection and services to the community in the jurisdiction of South Sulawesi Province. In providing services, the Police are in direct contact with the community. Therefore, the Police are required to provide services professionally and hold a code of ethics so

that they will give a good impression of the community. From the things discussed above, there are currently many cases that highlight the performance of the Police in Indonesia.

The number of Polri personnel at the South Sulawesi Regional Police Headquarters is as follows:

**Table 1. Number of Police Personnel at the South Sulawesi Police Headquarters**

No.	Work Unit	Number
1.	ITWASDA	36
2.	SPKT	36
3.	ROOPS	43
4.	RORENA	23
5.	ROSDM	71
6.	BIDROPAM	117
7.	BIDKUM	16
8.	BID HUMAS	31
9.	BID TIK	33
10.	DITINTELKAM	196
11.	DITPOLAIRUD	217
12.	DITSAMAPTA	456
13.	DITPAMOBVIT	108
14.	DITBINMAS	39
15.	BIDLABDFOR	24
16.	DITTAHTI	53
17.	DITRESNARKOBA	111
18.	DITRESKRIMUN	182
19.	DITRESKRIMSUS	151
20.	DITLANTAS	269
21.	SATBRIMOB	1582
22.	DENSUS 88	210
23.	SPN	134
24.	BIDKEU	13
25.	BIDDOKKES	179
26.	ROLOG	28
27.	YANMA	89
28.	SPRIPIM	25
29.	SETUM	10
	<b>Total</b>	<b>4488</b>

Police are said to be at the forefront of law enforcement. If you look at the reality, the performance of the Police is in the public's spotlight. The behaviour of Polri members who often receive criticism from the public is related to their performance. The community is not too satisfied with the services provided. Regarding criticism from the public against the police, generally, the police are ready to deal with it. This criticism is constructive so that the police will always be better. Several studies from year to year show that Polri investigators do not have the expected professionalism.

Changes and improvements in the internal Bhayangkara institution have not been able to remove public complaints against the performance of the Police. Police performance is considered still not optimal in serving the community. Of course, there must be an answer to this problem. To know the influence of leadership, local culture, motivation on the performance and job satisfaction of Polri personnel at the Regional Police of South Sulawesi, the author considers it important to research in this field.

## **II. Research Methods**

### **A. Research Approach**

**This research** is a verification and descriptive to obtain a description of the characteristics of the leadership variables, local culture, work motivation, performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police. The nature of verification research wants to test the truth of a hypothesis which is carried out through data collection in the field. In this study, it will be tested whether there is a significant influence between leadership factors, local culture, work motivation, performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police. Thus, the research method used methods *descriptive survey* and *explanatory survey*.

### **B. Time and Location of Research**

The time of the study is scheduled for March-June 2021. The research location is carried out at the South Sulawesi Regional Police Command Headquarters which carries out daily activities in each work unit.

### **C. Types and Sources of Data**

Data is everything. What is known or considered to have properties can provide an overview of a situation or problem (Supranto, 2001). The data used in this study include:

1. Primary Data, according to Sugiyono (2012) which states that: "Primary sources are data sources that directly provide data to data collectors". The primary data in this study is questionnaire data obtained from all Polri personnel throughout the South Sulawesi Regional Police Unit related to the performance and job satisfaction of Polri personnel
2. Secondary data according to Sugiyono (2012) is "Data sources that do not directly provide data to data collectors, for example through other people or documents". Secondary data, among others, is presented in the form of data, documents, tables on research topics. This data is data that is directly related to the research carried out and sourced at the South Sulawesi Police Headquarters.

**D. Data Collection Techniques Data**

the collection will be done through a questionnaire that is submitted to each selected respondent. With personal questionnaires, researchers can deal directly with respondents and can provide necessary explanations, and can be collected immediately after being answered by respondents. Meanwhile, the weakness of this method is that it requires relatively large costs, especially if the geographical locations are scattered.

About the measurement scale in the preparation of the questionnaire, the researcher used a scale *Likert*, which is a closed question that measures attitudes from a negative situation to a positive level. Used to obtain data about the dimensions of the variables analyzed in this study, with 5 (five) alternative numbers to measure the attitudes of respondents. The questions in this section are made using a scale of 1-5 to obtain interval data and are given a score or value as below:

**Table 2. Research Score Interval**

Strongly Agree	SS	5
Agree	S	4
Disagree	KS	3
Disagree	TS	2
Strongly Disagree	STS	1

**III. Results**

Based on the empirical model proposed in this study, it is possible to test the proposed hypothesis through path coefficient testing on the equation model. *StructuralEquation Modeling* (SEM), as contained in table 3.

Hypothesis testing is contained in table 30 is carried out in several steps, namely; First, that if the probability (p) *value* is smaller (<) than 0.05 then the relationship between variables is significant. Second, look at the direct *effect*, meaning that there is a direct positive influence between the variables. Third, looking at the indirect *effect*, it means that there is an indirect positive influence between the variables. Fourth, look at the total effect (*total effect*), namely the accumulation of direct and indirect effects between variables.

The results of hypothesis testing can be presented in the following table:

Hypothesis	Independent	Variable Intervening	Variable Dependent Variable	Direct Effect				
				Standardize	Indirect	Total	P-value	Description
1	X1		Z	-0.033	-	-0.033	0.488	- Not Significant
2	X2		Z	0.272	-	0.272	0.000	+ Significant
3	X3		Z	0.428	-	0.428	0.000	+ Significant
4	X1		Y	0.091	-	0.091	0.038	+ Significant
5	X2		Y	0.202	-	0.202	0.000	+ Significant
6	X3		Y	0.094	-	0.094	0.237	+ Not Significant
7	Z		Y	0.432	-	0.432	0.000	+ Significant

8	X1	Z	Y	0.091	-0.014	0.077	0.494	- Insignificant
9	X2	Z	Y	0.202	0.117	0.319	0.003	+ Significant
10	X3	Z	Y	0.094	0.185	0.279	0.0002	+ Significant

1. Local Culture (X2) directly has a positive and significant effect on Performance (Z). It was concluded that the p-value = 0.000 0.05, and the effect coefficient was positive. Thus, the first hypothesis which states that local culture has a positive and significant effect on the performance of Polri personnel is accepted.

2. Work Motivation (X3) directly has a positive and significant effect on Performance (Z). It was concluded that the p-value = 0.000 0.05, and the effect coefficient was positive. Thus, the first hypothesis which states that work motivation has a positive and significant effect on the performance of Polri personnel is accepted.

3. Leadership (X1) directly has a positive and significant effect on Job Satisfaction (Y). It was concluded that the p-value = 0.038 0.05, and the effect coefficient was positive. Thus, the first hypothesis which states that leadership has a positive and significant effect on Polri job satisfaction is accepted.

4. Local Culture (X2) directly has a positive and significant effect on Job Satisfaction (Y). It was concluded that the p-value = 0.000 0.05, and the effect coefficient was positive. Thus, the first hypothesis which states that local culture has a positive and significant effect on job satisfaction of Polri personnel is accepted.

5. Work Motivation (X3) has a direct positive and insignificant effect on Job Satisfaction (Y). It was concluded that the p-value = 0.237 0.05, and the effect coefficient was negative. Thus, the first hypothesis which states that work motivation has a positive and significant effect on job satisfaction of Polri personnel is rejected.

6. Job Satisfaction (Y) directly has a positive and significant effect on Performance (Z). It was concluded that the p-value = 0.000 0.05, and the effect coefficient was positive. Thus, the first hypothesis which states that job satisfaction has a positive and significant effect on the performance of Polri personnel is accepted.

7. Leadership (X1) has a direct negative and insignificant effect on job satisfaction (Y) through performance (Z). It was concluded that the p-value = 0.494 0.05, and the coefficient of influence was negative. Thus, the first hypothesis which states that leadership has a positive and significant effect on job satisfaction through the performance of Polri personnel is rejected.

8. Local Culture (X2) has a direct positive and significant effect on job satisfaction (Y) through performance (Z). It was concluded so because the p-value = 0.003 0.05, and the coefficient of influence was positive. Thus, the first hypothesis which states that local culture has a positive and significant effect on job satisfaction through the performance of Polri personnel is accepted.

9. Work motivation (X3) directly has a positive and significant effect on job satisfaction (Y) through performance (Z). It was concluded that the p-value = 0.0002 0.05, and the coefficient of influence was positive. Thus, the first hypothesis which states that work motivation has a positive and significant effect on job satisfaction through the performance of Polri personnel is accepted.

#### IV. Discussion

##### 1. The Effect of Leadership on Job Satisfaction and Performance.

The findings of this study regarding the influence of leadership on job satisfaction are supported by previous research which has similarities to research conducted by Rumawas (2015) in his research, based on the test results it can be concluded that leadership competence partially has a significant effect on employee job satisfaction. Likewise, according to Riana et al (2015), the results of the study show that there is no influence between leadership and performance while there is a positive and significant influence between leadership on job satisfaction. Likewise, there is a positive and significant influence between job satisfaction on employee performance.

##### 2. The Influence of Local Culture on Performance and Job Satisfaction.

Based on the description that has been stated above, it illustrates the Local Culture variable with a concrete explanation of each local culture indicator. It can be concluded that Local Culture with indicators shows *masiri* high when working not following the main duties and functions, shows firmness (*getteng*) in work, shows honesty (*lempu*) in carrying out duties and functions, demonstrates ethical behaviour according to organizational philosophy, shows consistency/firmness (*warani*) in carrying out the main duties and functions to ensure that the implementation of personnel work has a positive and significant impact on the performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police so that Polri personnel strive to fulfil their performance and job satisfaction in realizing the achievement of the goals set by the National Police and strive to always excel to realize realization of work against targets set by the National Police institution. The results of this study indicate that there is a positive and significant influence of local culture on the performance and job satisfaction of Polri personnel at the South Sulawesi Regional Police on performance and job.

### **3. The influence of work motivation satisfaction.**

The findings in this study indicate that work motivation has a positive and significant effect on the performance and job satisfaction of Polri personnel. This can be seen from the results of the analysis of the test of the influence of motivation on the performance of Polri members which shows that the probability (P) value is smaller than the significance level, and the regression coefficient value is positive. Thus, the hypothesis that motivation has a positive and significant effect on the performance and job satisfaction of Polri personnel is accepted.

Based on the results of hypothesis testing as shown in the table indicates that there is a significant path coefficient between motivation and performance and job satisfaction. This indicates that motivation can prove a causal relationship both theoretically and empirically on performance and job satisfaction. In other words, there is a significant relationship between motivation with performance and job satisfaction. Thus the hypothesis (Ha) which states that motivation has a significant effect on performance and job satisfaction can be proven empirically and is supported by data and facts.

## **V. Conclusion**

1. Leadership directly has a negative and insignificant effect on the performance of Polri personnel.
2. Local culture directly has a positive and significant impact on the performance of Polri personnel.
3. Work Motivation has a direct positive and significant effect on the performance of Polri personnel.
4. Leadership directly has a positive and significant effect on the job satisfaction of the Police.
5. Local culture directly has a positive and significant effect on the job satisfaction of Polri personnel.
6. Work motivation has a direct positive and insignificant effect on job satisfaction of Polri personnel.
7. Job satisfaction has a direct positive and significant effect on the performance of Polri personnel.
8. Leadership directly has a negative and insignificant effect on job satisfaction through the performance of Polri personnel.
9. Local culture directly has a positive and significant effect on job satisfaction through the performance of Polri personnel.
10. Work motivation directly has a positive and significant effect on job satisfaction through the performance of Polri personnel received.

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