The Effect of Leadership, Competence and Discipline on Police Performance in the Soppeng Police Station

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ABSTRACT

This research was conducted at the Soppeng Police Station. The Population is all 200 Police officer, because of the large number, Slovin is used, the result is 67 respondent who are sampled with a margin of error set 10% or 0.10. Data collection methods used are direct interviews with parties involved with the problem being discussed and giving questionnaires to Police in accordance with the research conducted. Data analysis was performed using linear multiple regression analysis, T-test, F-test and the coefficient of determination (R^2) test. The results of the analysis show that (1) leadership influences performance of the Police in the Soppeng District Police; (2) competence influences performance of the Police in the Soppeng District Police; (3) discipline that supports performance of the Police in Soppeng District Police; (4) leadership, competence, and discipline influence performance of the Police in the Soppeng District Police.

Keywords:
leadership, competence, discipline, and performance

Abstrak : Penelitian ini dilakukan di Polres Soppeng. Populasi adalah seluruh 200 petugas Polri, karena banyaknya jumlah yang digunakan Slovin maka didapatkan 67 responden yang dijadikan sampel dengan *margin of error* ditetapkan 10% atau 0,10. Metode pengumpulan data yang digunakan adalah wawancara langsung dengan pihak-pihak yang terkait dengan masalah yang sedang dibahas dan memberikan kuesioner kepada Kepolisian sesuai dengan penelitian yang dilakukan. Analisis data dilakukan dengan menggunakan analisis regresi linier berganda, uji t, uji F dan uji koefisien determinasi (R^2). Hasil analisis menunjukkan bahwa (1) Kepemimpinan berpengaruh terhadap kinerja Polri di Polres Soppeng; (2) kompetensi mempengaruhi kinerja Polri di Polres Soppeng; (3) disiplin yang mendukung kinerja Polri di Polres Soppeng; (4) Kepemimpinan, kompetensi, dan disiplin mempengaruhi kinerja Polri di Polres Soppeng.
Kata Kunci : kepemimpinan, kompetensi, disiplin, dan kinerja

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1. Introduction

In the era of globalization, human resource factors are the key to the survival of an organization. Because human resources are assets of an organization that is relatively difficult to imitate by other organizations, one of the characteristics of professional human resources is having broad insight and looking at the future, having competence in their fields, having a spirit of competence honestly and sportsmanship and upholding professional ethics. To answer all these changes and challenges must be prepared the formation of police personnel who are firm, reliable and qualified and competent and disciplined in various fields starting from the selection process until the person concerned can carry out tasks according to their respective duties and according to professional code of ethics the police.

Public demands regarding police competence and discipline are increasingly increasing along with the increasing number of social problems that occur. The police deal with crime from the street class to high class and environmental crime and so on. This encourages police officers to constantly improve their competence and level of discipline as well as leaders as protectors to always encourage the performance of employees or officials.

The National Police of the Republic of Indonesia is demanded to have high performance towards the community as a community protector. Resort Police are required to carry out their duties and functions to the community, where every member of the Police must comply with every regulation that has been established as a form of learning to the community. Efforts to improve the performance of employees or officials by taking into account several factors including leadership, competence and work discipline. Based on KAPOLRI Regulation No. 23 of 2010 dated 30 September 2010, which states that Resort Police are tasked with carrying out the main tasks of the National Police in maintaining security and public order, enforcing the law, as well as providing protection, protection and service to the community and carrying out Police duties others in the jurisdiction, in accordance with statutory provisions.

In the era of globalization, human resource factors are the key to the survival of an organization. Any organization cannot run without HR. Public demands on police competence and discipline are increasing along with the increase in various social problems that occur. The police deal with crime from the street class to high class and environmental crimes and so on. This encourages

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the police officers to always improve their competence and level of discipline and the leadership as a guardian to always encourage the performance of the police force.

2. Literature Review

2.1. Human Resource Management

Human resource management (HRM) is often also called personnel management. The authors also define differently. (Anwar Prabu Mangkunegara, 2018) defines: "Human resource management is a planning, organizing, coordinating, implementing and controlling the procurement, development, remuneration, integration, maintenance and separation of workers in order to achieve organizational goals" (Hasibuan, 2013) said that: "Human resource management is planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of employees, with the aim of realizing company, individual, employee goals and society ". Practically, it suggests that Human Resource (HR) tasks are majorly concern with the administrative activities such as recruitment, reward systems, promotion, and so on (Adeniji A. Anthonia & Osibanjo A. Omotayo, 2012). Human resource management (HRM) is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them (Open Textbooks for Hong Kong, 2016). From several definitions of human resource management that have been put forward, it can be concluded that human resource management is a science for managing human resources contained in the company in order to achieve company goals.

2.2. Leadership

According (Sutrisno. 2010) leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results. And (Indrawijaya. 2000) said that leadership is the ability to influence and move others, so that they act and behave as expected, especially for the achievement of desired goals. Those the conclusion of organizational leadership is the ability possessed by a leader to provide a task, direction, guidance to subordinates (employees) in carrying out their duties. Leadership cannot be done without commonality of purposes (Reni Rosari, 2019). Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels (Manoj Kumar Sharma and Shilpa Jain, 2013). The concept of performance is a reference both in theoretical approaches and in practice due to the fact that the field of economic performance

includes various terms, through the most important we can mention competitiveness, productivity, profitability, business growth (Mirela-Oana Pintea and Monica-Violeta Achim, 2020).

2.3. Competence

Competence is also a fundamental characteristic of every individual associated with criteria that are referenced to superior or effective performance in a job or situation. (Spencer. 2014) stated that competence is the basic foundation of people's characteristics and indicates how to behave or think, equate situations, and support for long periods of time. According to (Mathis, R.L. & J.H. Jackson. 2006) suggested that competence is a fundamental characteristic possessed by someone who has a direct influence on performance, or can predict excellent performance. In other words, competence is what outstanding performers do more often in more situations with better results, than what policy evaluators do. A notable feature of this integrated approach is that it avoids the problem of a myriad of tasks by selecting key tasks or elements that are central to the practice of the profession (Paul Hager & Andrew Gonczi, 1996). Competencies listed in the models should relate to a specific educational context and have a reasonable balance (distinct versus inclusive) between personality, social context, and performance (Uku Lillevali and Marge Taks, 2017). A competency is the capability to apply or use a set of related knowledge, skills, and abilities required to successfully perform "critical work functions" or tasks in a defined work setting (https://sph.uth.edu/content/uploads/2012/01/Competencies-and-Learning-Objectives.pdf)

2.4. Discipline

According (Prabu Mangkunegara. 2018:34) means that discipline can be interpreted as the implementation of management to reinforce organizational guidelines, According to (Sugiyono. 2014:47) explains as follows; discipline is a management activity to carry out organizational standards. According to (Abdurrahman Fathoni. 2006) argues that discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Based on the understanding of disciplinary explanations put forward by experts, that discipline is a tool used by managers, so that employees want to obey and be aware of all applicable regulations. Discipline can be defined when employees come and leave promptly the time, doing all the good work, comply with all company regulations and social norms prevailing (Esther

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Patricia Paoki, David P. E. Saerang and Sifrid S. Pangemanan, 2017). The first step in developing a disciplined approach to team management is to think about teams as discrete units of performance and not just as positive sets of values (Jon R. Katzenbach and Douglas K. Smith, 1993). The great philosopher, Aristotle said, "A nation is not built by mountains and trees, for withstanding it is built by character of its citizens" (Diksha Kasyhap, https://www.yourarticlelibrary.com/essay/discipline/essay-on-discipline-definition-concept-components-and-principles/63727)

2.5. The performance

According (Mangkunegara, 2009) HR performance is work performance or work output (output) both quality and quantity achieved by HR unity of time period in carrying out his work duties in accordance with the responsibilities given to him. Performance goals are to align individual performance expectations with organizational goals. Match between efforts to achieve individual goals with organizational goals will be able to realize good performance. As a result it will be known that employees are included in certain performance levels, for example high performance levels, medium or low performance levels or often referred to as achieving targets or not achieving targets. Employees/officials who have high performance certainly have a high responsibility on the job and effective discipline and leadership. Performance is the goal achievement of an organization rather than of individuals, with the minimum resources consumed to reach the goal (Ata Ghalem, Chafik Okar, Razane Chroqui and Semma El Alami, 2016).

3. Method, Data, and Analysis

3.1. Research Design

This research approach is a quantitative approach. Quantitative research approaches are methods for testing certain theories by examining the relationships between variables.

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3.2. Sample Design

Figure 1. Official Office Soppeng Regional Police Station

Source : File Document at Library Soppeng Regional Police Station

The location of the research site is in the Soppeng Regional Police Station, while the research period is two months, from September to November 2019. The number of samples in this study were 67 police officers who served in the Soppeng Regional Police, with a sampling technique namely purposive sampling.

4. Result and Discussion

4.1. Multiple Linear Regression Analysis

To see the effect of leadership, competence and discipline on performance, multiple linear regression analysis is used

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Table 1. Partial Test Results with the T Test

		B	Std. Error	Beta		
1	(Constant)	,531	1,804		,294	,769
	Kepemimpinan (X1)	,202	,084	,270	2,407	,019
	Kompetensi (X2)	,358	,135	,317	2,648	,010
	Kedisiplinan (X3)	,278	,133	,281	2,093	,040

a. Dependent Variable: Kinerja (Y)

$Y = 0.531 + 0, 202X1 + 0.358X2 + 0.278X3$

Meaning:

1. This constant of 0.531 means that if leadership (X1), competence (X2), and discipline (X3) are constant, then police performance is 0.531.

2. Leadership value (X1) of 0.202 means that if leadership (X1) increases by 1 point, the performance of the police will increase by 0, 202.

3. The competency value (X2) of 0.358 means that if competency (X2) increases by 1 point, the performance of the police will increase by 0.358.

4. The value of discipline (X3) of 0.278 means that if discipline (X3) increases by 1 point, the performance of the police will increase by 0.278.

4.2. Partial Test with T-Test

1. The value of t arithmetic for leadership variables (X1) to performance (Y) obtained by 2.407 with a significance price of 0.019 indicates that the value of t obtained is significant because the significance value obtained is less than 0.05 because the value of t count 2.407 is greater than the value t table 1.998 then the null hypothesis (H0) is rejected and hypothesis one (H1) is accepted, so this means that the leadership variable (X1) has a significant effect on performance (Y), Based on the results above, hypothesis 1 which states that leadership has a positive and significant effect on the performance of the police at the Soppeng police station, was accepted.

2. The value of t arithmetic for the competency variable (X2) on performance (Y) obtained by 2.648 with a significance price of 0.010 indicates that the value of t obtained is significant because the significance value obtained is less than 0.05 because the value of t arithmetic 2.648 is greater than the value t table 1.998 then the null hypothesis (H0) is rejected and hypothesis one (H1) is accepted, so this means that the competency variable (X1) has a significant effect on performance (Y), Based on the results above,

hypothesis 2 which states that competence has a positive and significant effect on the performance of the police at the Soppeng police station, was accepted.

3. The t value for the discipline variable (X3) to the performance (Y) obtained by 2.093 with a significance value of 0.040 indicates that the t value obtained is significant because the significance value obtained is less than 0.05 because the t value of 2.093 is greater than the value t table 1.998 then the null hypothesis (H0) is rejected and hypothesis one (H1) is accepted, so this means that the disciplinary variable (X3) has a significant effect on performance (Y),

5. Based on the results above, hypothesis 3 which states that discipline has a positive and significant effect on the performance of the police at the Soppeng police station, was accepted.

4.3. Simultaneous Test With F-Test (Anova)

Table 2. F test to determine whether simultaneous independent variables have a significant effect on the dependent variable simultaneously

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	129,691	3	43,230	29,193	,000[b]
	Residual	93,294	63	1,481		
	Total	222,985	66			

a. Dependent Variable: Kinerja (Y)
b. Predictors: (Constant), Kepemimpinan (X1), Kompetensi (X2), Kedisiplinan (X3).

Calculated F value of 29.193. At free degrees 1 (df1) = number of variables - 1 = 4-1 = 3, and free degrees 2 (df2) = nk = 67-4 = 63, where n = number of samples, k = number of variables, F value of the table on the significance level of 0.05 was 2.52; thus the F count> F table is 29.193> 2.52 at a significance level of 0,000 (0,000 <0.05). Because the probability of significance is much smaller than sig <0.05, the model is said, that leadership (X1), competence (X2), and discipline (X3) together (simultaneously) have a positive and significant effect on police performance at Soppeng Police , the fourth hypothesis is accepted

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Table 3. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,763a	,682	,662	1,217
a. Predictors: (Constant), Kepemimpinan (X1), Kompetensi (X2), Kedisiplinan (Y1).				

R square value of 0.682 means that the ability of independent variables consisting of leadership, competence, and discipline to explain the magnitude of variation in the dependent variable ie police performance is 0.682 or 68.2% while the remaining 31.8% is explained by other variables not included in the equation under study.

4.4. Influence of Leadership on Police Performance

Hypothesis testing results show that leadership has a positive and significant effect on the performance of the police at the Soppeng police station, where the t value for the leadership variable on police performance was obtained at 2.407 with a significance price of 0.019, this indicates the t value obtained was significant because the significance price obtained less than 0.05 and the value of t count 2.407 is greater than the value of t table 1.998 on the performance of the Police, based on that that the more effective leadership will increase the performance of the Police in the Soppeng Regional Police, and vice versa if the leadership is not effective then the performance will also be low.

4.5. Effect of Competence on Police Performance

Hypothesis testing results show that competence has a positive and significant effect on the performance of the police at the Soppeng police station, where the t value for the leadership variable on police performance is obtained at 2.648 with a significance price of 0.010, this indicates the t value obtained is significant because the significance price obtained less than 0.05 and the value of t count 1.998 is greater than the value of t table 1.998 on the performance of the Police, based on this it shows that the higher the level of competence will increase the performance of the Police in the Soppeng Regional Police, and vice versa if the low competence of the Police in the Soppeng Regional Police then the performance will also be low.

4.6. Effect of Discipline on Police Performance

Hypothesis testing results show that discipline has a positive and significant effect on the performance of the police in the Soppeng police station, where the t value for the disciplinary

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variable on police performance is obtained at 2,093 with a significance price of 0.040, this shows the value of t obtained is significant because the significance price obtained less than 0.05 and the value of t count 2.093 is greater than the value of t table 1.998 on the performance of the Police, based on that the higher the level of discipline, the more the performance of the Police in the Soppeng Regional Police, and vice versa if the lower the discipline will also be the performance low.

4.7. Influence of Leadership, Competence and Discipline on Police Performance

Hypothesis testing results show that leadership competence, and discipline simultaneously have a positive and significant effect on the performance of the police at the Soppeng Police Station, where the t value is obtained at 29,193, with a significance price of 0,000, this shows the value of f obtained is significant because the significance price obtained less than 0.05 and the calculated f value of 29.193 is greater than the value of f table 2.52 on the performance of the Police, based on that the more effective leadership, and the higher the level of competence and discipline, the performance of the Police in the Soppeng Police will increase, and vice versa if leadership is ineffective, and the level of competence and discipline is low, performance will also be low.

4. Conclusion

Leadership has a positive and significant effect on police performance at the Soppeng Regional Police Station. Competence has a positive and significant effect on police performance at the Soppeng Regional Police Station, Discipline has a positive and significant effect on police performance at the Soppeng Regional Police Station, Leadership, competence, and discipline have a positive and significant effect simultaneously on the performance of the police at the Soppeng Regional Police Station.

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