

The Influence of Leadership Style, Work Discipline and Organisational Commitment on the Performance of Members of the East OKU Police Intelligence Unit

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Abstract: When it comes to furthering efforts to accomplish the goals of the Police Institution's creation and existence, human resources are the most crucial component. Issues related to the organisational commitment of members of the East OKU Police Intelligence Unit. The purpose of this study is to examine how personnel of the East OKU Police Intelligence Unit perform in relation to organizational commitment, work discipline, and leadership style. The census method is the sampling strategy employed in the quantitative descriptive analysis research approach. Multiple linear regression analysis is used in data processing and analysis. The findings demonstrate that work discipline and leadership style have a major impact on OKU Timur Police Intelligence Unit members' performance. In the meantime, OKU Timur Police Intelligence Unit members' performance is not significantly impacted by organizational dedication.

Keywords: Leadership Style; Member Performance; Organisational Commitment; Work Discipline

1. Introduction

For the Police Institution to further its efforts to accomplish its goals and establish itself, human resources are the most crucial component. One of the primary drivers of the Police Institution's ongoing development in all of its operations is its human resources. Therefore, the issue of the high or low performance of members of the Indonesian National Police (POLRI) is a matter that needs to be addressed by the Police Institution, as the performance of its members affects the quality and quantity of the Police Institution (Rizal, M, Hedy V, Lisda L, Asi (2023). Humans as organisational resources have a wide range of needs, which, when met, can motivate members and increase their productivity. One of the challenges in managing human resources related to the needs of members is how to create working conditions and an environment that can satisfy the various needs of employees (Handoko, 2021).

One of the causes of low member performance is the lack of leadership style by the institution/police leadership. One form of motivation provided by the police institution is by assigning appropriate tasks, giving rewards for achievements, and providing clear career development and work discipline. Performance is the outcome attained by a person in completing duties in accordance with predetermined standards and criteria based on skill, experience, diligence, and time (Hasibuan, 2020). The Police institution will experience positive impacts if it can improve the performance of its members. Therefore, management must be able to study the character and behaviour of members within a police institution in order to achieve maximum results. Good performance is greatly supported by the attitude of the leader. Leadership is essential for an organisation in determining its progress and decline, and no organisation can progress without good leadership. Without leadership, an organisation is merely a collection of unorganised people (Mas'ud, 2019). The leadership style of a leader is a factor that becomes the focus and example in an organisation because leaders are role models within the organisation. They are able to re-

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spond to every movement of their subordinates, which has an impact on their work patterns. Leadership style is the way a person influences others to join in carrying out their mission to achieve organisational goals. With an appropriate leadership style, it is possible to foster discipline among members and also increase organisational commitment and work discipline among members (Yuniarti & Saty, 2019).

Leadership style is the way in which a person influences others to join in carrying out their mission to achieve organisational goals. An appropriate leadership style can foster discipline among members and also increase organisational commitment and discipline among members. According to Handoko (2020) respect, gratitude, obedience, and adherence to applicable rules both written and unwritten as well as the capacity to carry them out and not avoid consequences for transgressing the responsibilities and powers entrusted to them are all components of discipline. Work discipline in the Police institution is also an important factor that can influence the performance of members. In (Huda & Farhan, 2019) Rivai and Sagala (2009) state that HRM has the main task of managing the people in an organisation as effectively as possible. Given that humans are responsive to their environment, human resources need special attention so that what is planned by the company can be realised properly. Not only must human resources be competent, but they must also have a high level of commitment. According to Wiener: 1982 in (Yuniarti & Saty, 2019), organizational commitment is a desire that develops inside people and supports the organization's performance in line with its goals. It will put the organization's interests first. Nimran (1997) in (Subagyo, 2014) explains that motivation is the state in which an individual's strong desire and effort are focused on reaching specific goals. Issues related to the organisational commitment of members of the OKU Timur Police Intelligence Unit. Members with low commitment are less motivated to work well, do not feel bound by organisational values, and tend to be undisciplined in carrying out their duties. Factors that can influence organisational commitment include job satisfaction, relationships with superiors, and career development opportunities. To increase organisational commitment, the bureau needs to implement programmes that can increase employee satisfaction and engagement, such as training, career development, and recognition of employee achievements.

2. Materials and Methods

Descriptive quantitative research methodology was employed in this study. There are 39 members of the East OKU Police Intelligence Unit, and all of them were selected as samples for this study using the census sampling approach. A questionnaire was used for data collecting in this study, and multiple linear regression analysis was employed for data processing and analysis.

3. Results and Discussion

3.1. Multiple Linear Regression Analysis

A regression model that incorporates multiple independent variables is known as multiple linear regression. To ascertain the direction and strength of the influence of independent variables on dependent variables, multiple linear regression analysis is used. Multiple independent variables influence the dependent variable in multiple linear regression. A multivariate linear regression model with two independent variables was used to evaluate the study's hypothesis. The general equation for multiple linear regression is as follows:

Table 1. Multiple Linear Regression Results

Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	
1	(Constant)	3.918	2.811	
	X1	.713	.181	.145
	X2	.217	.130	.347
	X3	.648	.149	.873

a. Dependent Variable: Kinerja Anggota Sat Intelkam

The following is the multiple regression equation based on the results of the SPSS computation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \dots\dots\dots(1)$$

$$Y = 3.918 + 0,713 + 0,217 + 0,648 + e \dots\dots\dots(2)$$

According to the regression equation above, the performance of the criminal investigation unit's members has a value of 3.918 if the independent variables leadership style, work discipline, and organizational commitment are equal to zero. This is explained by the constant value in the multiple linear regression equation above.

3.2. 3.2 Hypothesis Test (t-test)

A statistical technique for calculating the mean difference between two data sets is the t-test. This test, which is a component of hypothesis testing, uses randomly selected samples from the two test groups. The following table shows the results of assessing each independent variable's impact on the dependent variable:

Table 2. Partial Test Results (t-test)

Coefficients ^a			
Model		t	Sig.
1	(Constant)	3.673	.421
	X1	1.799	.002
	X2	1.969	.004
	X3	2.132	.106

a. Dependent Variable: Performance of Sat Intelkam Members

Based on Table 2, Table 4.10's data processing findings demonstrate that the dependent variable's t-count coefficient is displayed there. Using $df = n - k - 1 = 39 - 2 - 1 = 36$, at a 95% confidence level, significance level (α) = 0.05, and a two-tailed test ($\alpha/2 = 0.025$), the t-table value is therefore found to be 1.684.

3.3 F-test

A statistical technique for examining the concurrent influence of independent and dependent variables is the F-test. This test is frequently used in ANOVA to ascertain whether the means of more than two groups differ significantly. Furthermore, the F test aids in assessing regression models to determine their quality. This study's F test makes use of F statistics (F test). H_0 is accepted or H_a is rejected if $F\text{-count} < F\text{-table}$, while H_0

is rejected and H_a is accepted if $F\text{-count} > F\text{-table}$. H_0 is rejected if the significance level is less than 0.05.

Table 3. Joint Testing Results

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	774.816	3	2167.8176	11.025	.000 ^a
	Residual	1245.751	35	13.453		
	Total	6145.614	38			

Based on Table 3, the calculated F value is 11.025. This result is then compared with the table F value, which is obtained by looking at $(df_1 = \text{number of variables}-1) = 3-1=2$ and $(df_2=n-k-1) = 39-3-1=35$ at a confidence level of 95% or $\alpha = 5\%$, resulting in a table F value of 2.87. Therefore, The alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected since the computed F value of 11.025 is higher than the table F value of 2.87. This indicates that "Leadership Style (X1), Work Discipline (X2), and Organizational Commitment (X3) on the performance of members of the Intelligence and Security Unit of the OKU Timur Police Department" all have an impact at the same time.

3.3. Discussion

The value of b_1 for the "leadership style variable (X1) is known from the regression analysis results above that the regression coefficient value for the leadership style variable is (0.713)." This indicates that a one-unit increase in the independent variable of leadership style will result in a 0.713 increase in the dependent variable of Sat Intelkam member performance. This is consistent with Mardani's findings, assuming that all other factors stay the same (2025), because leaders set the direction, structure, and work standards, and leadership style provides clear directions, specific targets, strict SOPs, and a reward and punishment system. Clarity of structure enables members to work more focused and efficiently, thereby improving performance. In the Intelligence Unit, strict procedures are crucial for maintaining confidentiality, accuracy, and the speed of reports.

It was then found that the "b2 regression coefficient value for the work discipline variable was (0.217)." Employee performance can be enhanced by good work discipline; the more disciplined an employee is, the higher their performance will be. According to this study, work discipline had a 0.217, or 21.7%, impact on performance at the East OKU Police Intelligence Unit. This is in line with the research by Rafsanjani., A (2025) that work discipline fosters independence and a sense of responsibility among members in carrying out routine tasks, managing collected information, maintaining data security and confidentiality, and ensuring the success of intelligence operations, so that this high level of responsibility directly results in better performance.

The value of b_3 for the "Organisational Commitment variable (X3) is known from the results of the regression analysis above, which shows that the regression coefficient value for the Organisational Commitment variable is 0.648." This implies that the dependent variable of Sat Intelkam member performance will rise by 0.648 if the independent variable of organizational commitment grows by one unit. According to Maranata's (2022) research, organizational commitment is the degree to which an individual identifies with their role as a member of an organization, assuming that all other variables stay the same. In light of the ideas of job satisfaction, work engagement, career growth, present commitment, and employee turnover inside an organization, this suggests that it is a construct that affects individual behavior within the organization.

4. Conclusions

The following conclusions can be drawn from the discussion's outcomes: Members of the East OKU Police Intelligence Unit's performance is significantly impacted by the Leadership Style variable (X1). This is demonstrated by the leadership style variable's computation results, which show that $1.799 > t\text{-table of } 1.684$ and a significant value of $0.002 < 0.05$, are higher than the table value. The Work Discipline variable (X2) partially has a substantial effect on the performance of personnel of the East OKU Police Intelligence Unit. The computation results demonstrate that the work discipline variable is higher than the table value, with a significant value of $0.004 > 0.05$ and a value of $1.969 > t\text{-table } 1.684$. Members of the East OKU Police Intelligence and Security Unit's performance is significantly impacted by the Organizational Commitment variable (X3). The fact that the organizational commitment variable's calculation results are higher than the table value— $2.132 > t\text{-table } 1.684$ and a significant value of $0.004 > 0.05$ —demonstrates this. Leadership style (X1), work discipline (X2), and organizational commitment (X3) collectively have a considerable impact on the performance of personnel of the East OKU Police Intelligence Unit, according to the findings of simultaneous testing (F-test).

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