

The Influence of Leadership Style and Motivation on the Performance of Members of the Bogor Police Traffic Unit

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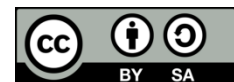
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ABSTRACT

The main problem in this study is the extent to which Leadership Style and Work Motivation affect the Performance of members of the Bogor Police Traffic Unit. Leadership style and motivation are important factors that can influence individual performance within an organization. The purpose of this study is to determine and analyze the extent of the Influence of Leadership Style and Work Motivation on the Performance of members of the Bogor Police Traffic Unit, both partially and simultaneously. The method used in this study is a quantitative method with a descriptive and verification approach. The sample used consisted of 72 respondents, selected through random sampling. The data in this study were obtained from respondents' answers to a questionnaire distributed by the author. The results of the data analysis show that leadership style has a positive and significant effect on members' performance. Likewise, work motivation has a positive and significant effect on performance. Simultaneously, Leadership Style and Work Motivation affect the Performance of members of the Bogor Police Traffic Unit.

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1. Introduction

A leader must apply an appropriate leadership style to manage subordinates, because a leader greatly influences the success of an organization in achieving its goals. Leadership style is the behavior or manner chosen and used by a leader to influence the thoughts, feelings, attitudes, and behavior of members of the subordinate organization (Nawawi, 2003:115).

Performance is a description of the level of achievement in implementing a program, activity, or policy in realizing the organization's targets, goals, vision, and mission, which are expressed through strategic planning. Performance can be known and measured if an individual or group has criteria or standards of success as benchmarks. Without benchmarks, an individual's or organization's performance cannot be determined.

In addition to leadership style, motivation is another factor that influences the performance of members of an organization. Motivation can determine how well members perform. Motivation is the driving factor behind every initiative. A leader can also be a source of motivation for members to work better, because the role of a leader includes providing inspiration to members so that their performance runs well.

According to G.R. Terry in Hasibuan, motivation is the desire within an individual that drives them to take action. Motivation is very important because it causes, channels, and supports human behavior so that people are willing to work diligently and enthusiastically to achieve optimal results.

In today's workplace, motivation is one of the most important elements that all members must possess. Motivation is the effort an individual exerts to achieve goals, accompanied by the ability to fulfill their needs. Essentially, people work not only to sustain life but also to achieve a better standard of living. Desire and enthusiasm for work can be increased based on two static aspects of motivation. The first static aspect appears as basic human needs that form the basis of expectations to be fulfilled through the achievement of organizational goals. The second static aspect is in the form of incentives that are expected to meet those basic needs.

The author observes that at the Bogor Police Traffic Unit office, members sometimes arrive late and leave early, and occasionally return late after break time. Some members also sometimes delay their work. This causes difficulties for citizens who want to see a specific officer, forcing them to return on another day. Such conditions require the leader's attention to provide motivation so that members can work effectively and efficiently to ensure organizational goals are achieved. Meanwhile, a lack of appreciation for individual or group achievements can reduce members' motivation in carrying out tasks. If members feel their efforts are not recognized, they may lose enthusiasm and commitment to their work. This is often caused by a leadership style that does not suit members' needs or by low levels of motivation that hinder members from performing at their best.

Regarding leadership and motivation, leadership at the Bogor Police Traffic Unit office consistently involves members in various aspects. This is evident from the leader's habit of delegating authority and responsibility to members to carry out tasks, involving them in decision-making, soliciting input, and responding well to suggestions and criticism from subordinates. However, members still need attention from the leader while performing their duties.

The author suspects that a mismatch between the leadership style and the motivation provided can lead to a decline in performance in terms of task quality, completion time, and accuracy in handling issues in the field. When members are unmotivated or feel unsupported, they tend not to deliver optimal results. Poor performance is often accompanied by low job satisfaction, which can result in high turnover, dissatisfaction with management, and coordination issues among divisions in the Traffic Unit.

Based on this background, this study examines factors that influence members' performance, focusing on leadership style and motivation as variables believed to have an effect on

employee performance. From the background described, the author is interested in conducting this research with the title: "The Influence of Leadership Style and Motivation on the Performance of Members of the Bogor Police Traffic Unit."

2. Literature Review

Leadership Style

According to Kartono (2008), leadership style is the habits, character, traits, personality, and temperament that distinguish a leader in interacting with others.

Motivation

According to Mangkunegara (2017:93), motivation is the situation that drives members to achieve their goals. Motivation can be considered as the energy that creates the motivation itself.

Performance

According to Wilson Bangun (2012:231), performance is the result of work achieved by a person based on job requirements. A job has certain requirements that must be fulfilled in order to achieve goals, which are also known as job standards.

3. Research Hypotheses

Based on the above description, the hypotheses are formulated as follows:

- a. H0: Leadership style does not affect the performance of members of the Bogor Police Traffic Unit.
- b. Ha: Leadership style has a positive and significant effect on the performance of members of the Bogor Police Traffic Unit.
- c. H0: Motivation does not affect the performance of members of the Bogor Police Traffic Unit.
- d. Ha: Motivation has a positive and significant effect on the performance of members of the Bogor Police Traffic Unit.
- e. H0: Leadership style and motivation do not affect the performance of members of the Bogor Police Traffic Unit.
- f. Ha: Leadership style and motivation have a positive and significant effect on the performance of members of the Bogor Police Traffic Unit.

4. Research Method

This research uses a quantitative method with a descriptive and verification approach. According to Sugiyono (2018:13), quantitative research is based on positivism (concrete data). The research data are numerical and measured using statistics as a testing tool to produce conclusions related to the research problem.

The descriptive method aims to describe and explain the existing conditions in an organization based on facts and the characteristics of the population based on collected data,

which are then systematically organized and analyzed for conclusions (Sugiyono, 2005). The verification method is used to test the truth of hypotheses using statistical calculations (Sugiyono, 2005).

5. Results, Discussion, Validity and Reliability Tests

Validity & Reliability Tests

To measure the validity of the instruments for the leadership style, work motivation, and performance variables, item-total correlation validity tests were conducted. An instrument item is declared valid if it has a validity coefficient < 0.025 . The results of the reliability tests are presented in the following tables.

Table 1. Leadership Style Validity Test

		Correlations												VALIDITAS
		GK1	GK2	GK3	GK4	GK5	GK6	GK7	GK8	GK9	GK10	GK11	GK12	
GK1	Pearson Correlation	1	.261	0.206	0.142	0.134	.311*	.517*	0.151	1.000	.517	0.231	.275	Valid
	Sig. (2-tailed)		0.017	0.083	0.234	0.262	0.008	0.000	0.205	0.000	0.000	0.051	0.019	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK2	Pearson Correlation	.261	1	.454	0.122	-0.122	0.136	0.213	0.016	.281	0.213	-0.044	.363	Valid
	Sig. (2-tailed)	0.017		0.000	0.306	0.307	0.254	0.073	0.878	0.017	0.073	0.713	0.002	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK3	Pearson Correlation	0.206	.454	1	0.121	0.060	0.112	0.092	0.094	0.206	0.092	-0.021	.272	Valid
	Sig. (2-tailed)	0.083	0.000		0.311	0.619	0.349	0.440	0.431	0.083	0.440	0.860	0.021	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK4	Pearson Correlation	0.142	0.122	0.121	1	0.054	0.186	0.155	0.187	0.142	0.155	.295	0.022	Not Valid
	Sig. (2-tailed)	0.234	0.306	0.311		0.855	0.118	0.162	0.116	0.234	0.162	0.012	0.853	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK5	Pearson Correlation	0.134	-0.122	0.060	0.054	1	.551*	0.109	0.068	0.134	0.109	0.026	.247	Valid
	Sig. (2-tailed)	0.262	0.307	0.619	0.605		0.000	0.363	0.568	0.262	0.363	0.814	0.037	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK6	Pearson Correlation	.311*	0.136	0.112	0.186	.551*	1	.291	0.159	.311*	.291	.298	.402	Valid
	Sig. (2-tailed)	0.008	0.254	0.349	0.118	0.000		0.013	0.182	0.008	0.013	0.011	0.000	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK7	Pearson Correlation	.517*	0.213	0.092	0.155	0.109	.291	1	0.126	.517*	1.000	.293	.404	Valid
	Sig. (2-tailed)	0.000	0.073	0.440	0.160	0.363	0.013		0.316	0.000	0.000	0.012	0.000	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK8	Pearson Correlation	0.151	0.016	0.094	0.187	0.068	0.159	0.120	1	0.151	0.120	.334*	0.079	Not Valid
	Sig. (2-tailed)	0.205	0.878	0.431	0.116	0.568	0.182	0.316		0.205	0.316	0.004	0.510	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK9	Pearson Correlation	1.000	.261	0.206	0.142	0.134	.311*	.517*	0.151	1	.517*	0.231	.275	Valid
	Sig. (2-tailed)	0.000	0.017	0.083	0.234	0.262	0.008	0.000	0.205		0.000	0.051	0.019	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK10	Pearson Correlation	.517*	0.213	0.092	0.155	0.109	.291	1.000	0.126	.517*	1	.293	.404	Valid
	Sig. (2-tailed)	0.000	0.073	0.440	0.160	0.363	0.013	0.000	0.316	0.000		0.012	0.000	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK11	Pearson Correlation	0.231	-0.044	-0.021	.295	0.028	.298	.293	.334*	0.231	.293	1	0.165	Not Valid
	Sig. (2-tailed)	0.051	0.713	0.860	0.012	0.814	0.011	0.012	0.004	0.051	0.012		0.166	
	N	72	72	72	72	72	72	72	72	72	72	72	72	
GK12	Pearson Correlation	.275	.363	.272	0.022	.247	.402*	.404*	0.079	.275	.404*	0.165	1	Valid
	Sig. (2-tailed)	0.019	0.002	0.021	0.853	0.037	0.000	0.000	0.510	0.019	0.000	0.166		
	N	72	72	72	72	72	72	72	72	72	72	72	72	

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed using SPSS ver.25, 2025

Based on the table above, the results of the validity test for the questionnaire items for the leadership style variable with a critical value of < 0.025 indicate that all items have smaller correlations and are declared Valid.

The results of the reliability test are presented in the table below:

Table 2. Leadership Style Reliability Test
Case Processing Summary

		N	%
Cases	Valid	72	100.0
	Excluded ^a	0	.0
	Total	72	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.801	9

Source: Data processed using SPSS ver.25, 2025

The reliability test with 72 respondents shows a Cronbach's Alpha value of 0.801 for all items, greater than the threshold of 0.70, thus the instrument is declared reliable.

Table 3. Work Motivation Validity Test

		Correlations										VALIDITAS
		MK1	MK2	MK3	MK4	MK5	MK6	MK7	MK8	MK9	MK10	
MK1	Pearson Correlation	1	.380**	.388**	.431**	.272*	.333*	.299*	.334*	.341*	.339*	Valid
	Sig. (2-tailed)		0.001	0.001	0.000	0.021	0.004	0.011	0.004	0.003	0.004	
	N	72	72	72	72	72	72	72	72	72	72	
MK2	Pearson Correlation	.380**	1	.339**	.454**	.380**	.457**	.416**	.274*	.300*	.330*	Valid
	Sig. (2-tailed)	0.001		0.004	0.000	0.001	0.000	0.000	0.020	0.010	0.005	
	N	72	72	72	72	72	72	72	72	72	72	
MK3	Pearson Correlation	.388**	.339**	1	.519**	.240*	.322*	.391**	.365**	.358**	.278*	Valid
	Sig. (2-tailed)	0.001	0.004		0.000	0.042	0.006	0.001	0.002	0.002	0.018	
	N	72	72	72	72	72	72	72	72	72	72	
MK4	Pearson Correlation	.431**	.454**	.519**	1	.301*	.346**	.569**	.497**	.403**	.469**	Valid
	Sig. (2-tailed)	0.000	0.000	0.000		0.010	0.003	0.000	0.000	0.000	0.000	
	N	72	72	72	72	72	72	72	72	72	72	
MK5	Pearson Correlation	.272*	.380**	.240*	.301*	1	.504**	.402**	.280*	.170*	.300*	Valid
	Sig. (2-tailed)	0.021	0.001	0.042	0.010		0.000	0.000	0.017	0.154	0.010	
	N	72	72	72	72	72	72	72	72	72	72	
MK6	Pearson Correlation	.333*	.457**	.322*	.346**	.504**	1	.443**	.171*	.267*	.255*	Valid
	Sig. (2-tailed)	0.004	0.000	0.006	0.003	0.000		0.000	0.152	0.024	0.031	
	N	72	72	72	72	72	72	72	72	72	72	
MK7	Pearson Correlation	.299*	.416**	.391**	.569**	.402**	.443**	1	.392**	.401**	.402**	Valid
	Sig. (2-tailed)	0.011	0.000	0.001	0.000	0.000	0.000		0.001	0.000	0.000	
	N	72	72	72	72	72	72	72	72	72	72	
MK8	Pearson Correlation	.334*	.274*	.365**	.497**	.280*	.171*	.392**	1	.399**	.477**	Valid
	Sig. (2-tailed)	0.004	0.020	0.002	0.000	0.017	0.152	0.001		0.001	0.000	
	N	72	72	72	72	72	72	72	72	72	72	
MK9	Pearson Correlation	.341**	.300*	.358**	.403**	.170*	.267*	.401**	.399**	1	.377**	Valid
	Sig. (2-tailed)	0.003	0.010	0.002	0.000	0.154	0.024	0.000	0.001		0.001	
	N	72	72	72	72	72	72	72	72	72	72	
MK10	Pearson Correlation	.339**	.330**	.278*	.469**	.300*	.255*	.402**	.477**	.377**	1	Valid
	Sig. (2-tailed)	0.004	0.005	0.018	0.000	0.010	0.031	0.000	0.000	0.001		
	N	72	72	72	72	72	72	72	72	72	72	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed using SPSS ver.25, 2025

Based on the table above, the results of the validity test for the questionnaire items for the work motivation variable with a critical value of < 0.025 indicate that all items have smaller correlations and are declared Valid.

Table 4. Work Motivation Reliability Test

Case Processing Summary

		N	%
Cases	Valid	72	100.0
	Excluded ^a	0	.0
	Total	72	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.850	10

Source: Data processed using SPSS ver.25, 2025

The reliability test with 72 respondents shows a Cronbach's Alpha value of 0.850 for all items, which is greater than 0.70, thus the instrument is declared reliable.

Table 5. Performance Validity Test

		Correlations										VALIDITAS
		K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	
K1	Pearson Correlation	1	.441*	.344	.260*	.599*	.290	.239	.306*	.368*	.350*	Valid
	Sig. (2-tailed)		0.000	0.003	0.027	0.000	0.013	0.044	0.009	0.001	0.003	
	N	72	72	72	72	72	72	72	72	72	72	
K2	Pearson Correlation	.441*	1	.717*	.443*	.412*	.441*	.313*	.345*	.336*	.340*	Valid
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.007	0.003	0.004	0.003	
	N	72	72	72	72	72	72	72	72	72	72	
K3	Pearson Correlation	.344*	.717*	1	.475*	.397*	.402*	.508*	.374*	.363*	.306*	Valid
	Sig. (2-tailed)	0.003	0.000		0.000	0.001	0.000	0.000	0.001	0.002	0.009	
	N	72	72	72	72	72	72	72	72	72	72	
K4	Pearson Correlation	.260*	.443*	.475*	1	.547*	.243*	.293*	.311*	.276*	.308*	Valid
	Sig. (2-tailed)	0.027	0.000	0.000		0.000	0.049	0.012	0.000	0.019	0.009	
	N	72	72	72	72	72	72	72	72	72	72	
K5	Pearson Correlation	.599*	.412*	.397*	.547*	1	.414*	.274*	.355*	.465*	.341*	Valid
	Sig. (2-tailed)	0.000	0.000	0.001	0.000		0.000	0.020	0.002	0.000	0.003	
	N	72	72	72	72	72	72	72	72	72	72	
K6	Pearson Correlation	.290	.441*	.402*	.243*	.414*	1	.437*	.311*	.381*	.383*	Valid
	Sig. (2-tailed)	0.013	0.000	0.000	0.040	0.000		0.000	0.008	0.001	0.001	
	N	72	72	72	72	72	72	72	72	72	72	
K7	Pearson Correlation	.239	.313*	.508*	.293*	.274*	.437*	1	.289*	.339*	.467*	Valid
	Sig. (2-tailed)	0.044	0.007	0.000	0.012	0.020	0.000		0.014	0.004	0.000	
	N	72	72	72	72	72	72	72	72	72	72	
K8	Pearson Correlation	.306*	.345*	.374*	.311*	.385*	.311*	.289*	1	.679*	.385*	Valid
	Sig. (2-tailed)	0.009	0.003	0.001	0.008	0.002	0.008	0.014		0.000	0.001	
	N	72	72	72	72	72	72	72	72	72	72	
K9	Pearson Correlation	.368*	.336*	.363*	.276*	.465*	.381*	.339*	.679*	1	.380*	Valid
	Sig. (2-tailed)	0.001	0.004	0.002	0.019	0.000	0.001	0.004	0.000		0.001	
	N	72	72	72	72	72	72	72	72	72	72	
K10	Pearson Correlation	.350*	.340*	.306*	.308*	.341*	.363*	.467*	.385*	.380*	1	
	Sig. (2-tailed)	0.003	0.003	0.009	0.009	0.003	0.001	0.000	0.001	0.001		
	N	72	72	72	72	72	72	72	72	72	72	

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed using SPSS ver.25, 2025

Based on the table above, the results of the validity test for the questionnaire items for the performance variable with a critical value of < 0.025 indicate that all items have smaller correlations and are declared Valid.

Table 6. Performance Reliability Test

Case Processing Summary			
		N	%
Cases	Valid	72	100.0
	Excluded ^a	0	.0
	Total	72	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.856	10

Source: Data processed using SPSS ver.25, 2025

The reliability test with 72 respondents shows a Cronbach's Alpha value of 0.856 for all items, greater than 0.70, thus the instrument is declared reliable.

Discussion

Based on the ANOVA table, the calculated significance value is 0.000, which is smaller than the alpha significance level of 0.05 (5%). Statistically, this means the hypothesis that leadership style and work motivation simultaneously influence performance is accepted. In other words, leadership style and work motivation have a significant effect on the performance of the Bogor Police (Polres Bogor) by 51.8%.

6. Conclusions and Recommendations

Conclusions

Based on the results and discussion, the following conclusions are drawn:

Based on the t-test table, the calculated significance value is 0.000, which is smaller than the alpha significance level of 0.05 (5%). Statistically, the hypothesis that Leadership Style affects Performance is accepted. This means Leadership Style has a significant effect on the Performance of the Bogor Police (Polres Bogor) by 44.7%. The higher the influence of leadership style, the higher the performance.

Based on the t-test (coefficients) table, the calculated significance value is 0.000, which is smaller than the alpha significance level of 0.05 (5%). Statistically, the hypothesis that Work Motivation affects Performance is accepted. This means Work Motivation has a significant effect on the Performance of the Bogor Police (Polres Bogor) by 48.2%. The higher the work motivation, the higher the performance.

Based on the ANOVA table, the calculated significance value is 0.000, which is smaller than the alpha significance level of 0.05 (5%). Statistically, the hypothesis that leadership style and work motivation simultaneously influence performance is accepted. This means leadership style and work motivation have a significant effect on the performance of the Bogor Police (Polres Bogor) by 51.8%. The higher the leadership style quality and work motivation, the better the performance.

Recommendations

From the research results and discussion, the following recommendations are proposed:

It is recommended to continuously develop a participative and communicative leadership style. Leaders should more frequently provide clear direction, exemplify discipline and responsibility, and give members opportunities to express their opinions. This can increase trust, morale, and ultimately members' performance.

Members are expected to maintain work motivation by fostering a sense of responsibility, loyalty, and enthusiasm in carrying out public service duties. In addition, members should enhance their capabilities through training and learning from field experience to optimize performance.

A continuous human resource development program is needed, such as leadership training, effective communication, and stress management. These programs can help create a conducive work environment and improve motivation and performance.

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