

TRANSFORMATIONAL LEADERSHIP, WORK MOTIVATION, AND PERFORMANCE OF BOGOR POLICE RESORT PERSONNEL

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ABSTRACT

Indonesian National Police, also known as Polri, in the era of reform and public openness, must be able to become a learning organization. Polri's current performance must reflect services given to public. One of the services is investigative service. Public perception on Polri is highly visible from the performance of its investigators and assistant investigators, especially in criminal investigation department (CID). A performance in an organization can be influenced by many factors, including leadership styles and work motivation. The study aims to describe how transformational leadership and work motivation influence the performance of CID personnel of Bogor Police Resort. The research employs a survey method and the quantitative research approach. The results of the path analysis reveal that (1) hypothesis 1 is accepted with the influence of transformational leadership variable (X1) on motivation (Y) by 19.1%; (2) hypothesis 2 is accepted with the influence of motivational variable (X2) on performance (Y) members of CID of Bogor Police Resort by 22.9%; and (3) hypothesis 3 is accepted with the influence of transformational leadership (X1) and work motivation (X2) on the performance (Y) of CID members of Bogor Police Resort by 42%, while the remaining 58% is influenced by another variable. Based on these results, the author recommends the head of CID must be able to develop trust of his members, provide rewards and punishments in order to motivate members and the needs for further research to see the influence of other variables.

Keywords: *motivation, performance, transformational leadership*

1. INTRODUCTION

Indonesia is a lawful state and it is in accordance with the mandate of the 1945 Constitution. Laws in Indonesia are binding and compel every individual within the jurisdiction of Indonesia to obey them. In practice, state tools are needed to enforce the laws. Article 13 letter (b) of Law Number 2 of 2002 concerning Polri states that "One of the bearers of government functions in terms of law enforcement in Indonesia is Polri." In

carrying out the function of law enforcement, Polri does not stand alone. There is an interrelated system between law enforcement organizations that involves the prosecutor's office and the judiciary in their interrelated mechanisms. Law enforcement is not just a government function carried out by Polri, but is a tangible manifestation of the performance of Polri's services to the public as external consumers.

According to Armstrong and Baron (1998:15) in Wibowo (2016:7),

performance is the result of work that has a strong relationship with organizational strategy, customer satisfaction and contributes to the economy. Mangkunegara (2011: 67) states that performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

In general, the performance of Polri from time to time, especially after the reform era, has always shown a positive improvement. In Article 1 paragraph (12) of Polri chief regulation Number 16 of 2011 concerning Performance Assessment for Civil Servants of Polri using the Performance Management System, it is said that performance is the work ability shown by employees in supporting and carrying out their main tasks and functions. The level of public trust in the services of Polri is increasing. Based on a previous research, the level of public trust in the performance of Polri in 2015 to 2018 is 65.92%; 68.99%; 80.31%, and 82.32% (Suwondo, 2020). The higher percentage of the level of public trust in the performance of Polri shows that various efforts and breakthroughs in Polri reform forum are slowly but surely getting tangible results. Public perception in the past seeing Polri as a state apparatus that is in getting more and more services from the public and it is full of corruption, collusion and

nepotism. Polri has slowly begun to change and in the reform era, it is a state tool that must be ready to serve Indonesian people.

However, a previous research shows that the level of performance appraisal of Polri in each function is different. According to Suwondo (2020), the levels of public trust in the performance of Polri viewed from five police functions are: (a) intelligence and security function (86.46%), (b) traffic function (81.80%), (c) community development function (83.54%), (d) sabhara function (79.71%), and (e) criminal investigation function (57.86%). Based on these data, it can be seen that the lowest percentage of public trust in the performance of Polri is in criminal investigation function (57.86%).

The low level of public trust in the performance of services of CID reveals that there are several factors that can affect the performance of CID members. In the study, the author will focus the research on Bogor Police Resort, especially the CID personnel of Bogor Police Resort. The author chooses the police resort because it is one of some police resorts that support the capital city, Jakarta. Besides, it has a relatively high crime rate. Table 1 shows the empirical data obtained from CID of Bogor Police Resort, related to the number of settlements of criminal cases handled by the CID unit compared to the clearance of the cases.

Table 1
Percentage of total crime compared to crime clearance at CID of Bogor Police Resort

Year	Crime Total	Crime Clearance	%
2015	3997	2466	61,70%
2016	4002	2237	55,70%

Based on the data in Table 1, it can be seen that the number of case settlements handled by Bogor Police CID compared to the number of reports

received is still considered less than optimal. This certainly affects the public's perception on the service performance of Bogor Police CID.

Thus, it is possible that there are factors that can affect the performance of Bogor Police CID members to become better.

According to Wibowo (2016: 330-331), motivation can certainly affect performance, though it is not the only factor that shapes performance. Furthermore, Wibowo (2016: 331) also argues that workers will be more motivated if they believe that their performance will be recognized and appreciated. The form of recognition and appreciation from the community is one of the motivators for Polri, especially members of CID to work optimally.

Another factor that is very influential on performance is leadership. According to Gipson, et al., (1987: 52), there are three factors that influence behaviour and work performance, namely individual factors, organizational factors, and psychological factors. The organizational factor consists of resources, leadership, rewards, structure, reward system, and job design.

The leadership of an organization has an important role in the development of the organization towards a better direction. To improve the performance of CID members, especially at Bogor Police Resort, it is necessary to have a leadership style that is appropriate to their work environment. Transformational leadership style model is the most comprehensive type of leadership to be applied. This is of course very reasonable because transformational leadership style has the characteristics of a clear future vision and mission, and is able to identify changes in the community environment. In addition, with this leadership style, a leader is able to transform changes into a better police organization, especially in CID function.

Based on the introduction above, the author can formulate the subject matter of how the influence of transformational leadership and work motivation on the performance of members of Bogor Police CID. Then, the author can formulate three sub-problems: (1) Is there an influence of transformational leadership on the performance of the members of Bogor Police CID; (2) Is there an influence of work motivation on the performance of the members of Bogor Police CID; and (3) Is there any influence of transformational leadership and work motivation on the performance of the members of Bogor Police CID?

2. LITERATURE REVIEW

2.1 Transformational leadership

Transformational leadership is a leadership that has a vision for the future and is able to identify environmental changes and is able to transform these changes into the organization. It is also able to pioneer changes and motivate and inspire individuals and employees to be creative and innovative. It is also able to build a solid teamwork, bring updates in work ethic and management performance, be brave and responsible for leading and controlling the organization (Bass & Bass, 2011 in Dahniel and Surya Dharma, 2016: 235). Furthermore, Bass & Avolio (1994) in Dahniel and Surya Dharma (2016:236) propose four dimensions of leadership levels with the 4i concept:

- a. **Idealized Influence**—this dimension instils a sense of pride, gains respect and trust from the people they lead.
- b. **Inspiration motivation**—this dimension is seen from the behaviour in providing

- challenges and meaning to the work for those who are led, articulating clear expectations and behaviours that are able to demonstrate commitment to organizational goals.
- c. **Intellectual stimulation**—this dimension respects the ideas of subordinates, develops rationality, is innovative and creative in problem solving.
 - d. **Individualized consideration**—the leader has special attention to individual needs in achieving the expected achievement by positioning as a mentor so that he can provide input and advice.

2.2 Work motivation

Motivation is a condition or energy that moves employees toward the achievement of the company's organizational goals (Mangkunegara (2014: 61). There are five principles in motivating employees' work (Mangkunegara (2014: 61), namely: (1) the principle of participation, (2) the principle of communication, (3) the principle of recognizing the share of subordinates, (4) the principle of delegation of authority, and (5) the principle of paying attention. According to Robbins Judge (2015:131), there are several theories related to the need for motivation that are formulated and known. Among them is McClelland's theory of needs which is a theory that states that achievement, power, and affiliation are three important needs and can help explain motivation. A more detailed explanation is as follows:

- a. The need for achievement (nAch) is an achievement drive to achieve goals.

- b. The need for power (nPow) is the need to make other people behave in a way that would not be done without him.
- c. The need for affiliation (nAff) is the desire for close friendships and interpersonal relationships.

2.3 Performance

Article 1 Number 12 of the Regulation of Polri Chief Number 16 of 2011 concerning the Performance Assessment for Civil Servants of Polri using the Performance Management System states that performance is an achievement or work ability shown by an employee in supporting and implementing the main tasks and functions. Meanwhile, Armstrong and Baron (1998:15) in Wibowo (2013:7) explain that performance is the result of a job that has a close relationship with organizational strategy, customer satisfaction and contributes to the economy.

In order to find out how much work is done, performance measurement is carried out. According to Wibowo (2016: 155), the purpose of measuring performance is to find out whether during the implementation of performance there is a deviation from the predetermined plan, or whether performance can be carried out according to the specified time schedule, or whether the work results have achieved as expected. There are several classifications related to performance measures (Wibowo, 2016: 159-161), including:

- a. Productivity—expressed as the relationship between physical inputs and outputs in a process.

- b. Quality—is a measure that is internal and external assessed from customers.
- c. Punctuality—regarding the percentage of on time delivery or orders as promised.
- d. Cycle time—indicating the amount of time it takes to progress from one point to

Several previous studies have described the relationship between leadership, work motivation on the performance of an organization. First, the research conducted by Hakam & Ruhana (2015) entitled "*The Influence of Transformational Leadership Style on Employee Performance with Work Motivation as an Intervening Variable (Study on Employees of Bank Jatim Malang Branch)*." The results of the inferential analysis conclude that: (1) hypothesis 1 is accepted, with the path coefficient ($\beta_{Y1.X1}$) transformational leadership style (X1) on work motivation (Y1) of 0.587; (2) hypothesis 2 is accepted, with the path coefficient ($\beta_{Y2.X1}$) transformational leadership style (X1) on employee performance (Y2) of 0.597; (3) hypothesis 3 is accepted, with the path coefficient ($\beta_{Y2.Y1}$) work motivation (Y1) on employee performance (Y2) of

another in a process. This measurement is related to how long something is done.

- e. Utilization of resources-- measurement of resources used from resources available for use.
- f. Cost—calculating all costs used in activities.

0.357; and (4) transformational leadership style has an indirect influence on employee performance through work motivation of 0.201. Second, a research conducted by Agustiningrum, et al., (2012), titled "*Leadership Style and Work Motivation on Employee Performance*." The results of the study are (1) there is a significant and positive influence of leadership style on the performance of employees in Magelang City in 2012; (2) there is a positive and significant influence of work motivation on the performance of the employees of the Regional Secretariat of Magelang City in 2012; and (3) there is a positive and significant influence of leadership style and work motivation together on the performance of the Regional Secretariat of Magelang City employees in 2012. All hypothesis of the study are accepted.

Based on the background and literature review described above, a conceptual framework and research hypothesis can be built as follows:

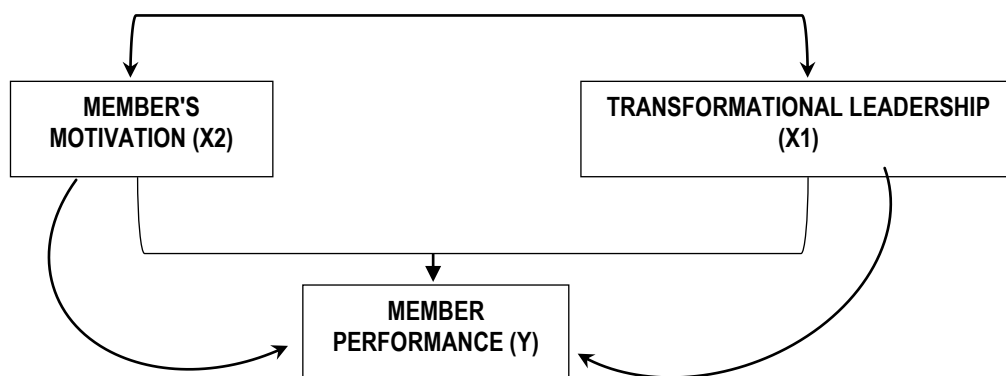


Figure 1 Conceptual Framework

Based on the conceptual framework above, three hypotheses can be formulated in this study:

- a. Transformational leadership (X1) has a significant and positive influence on member performance (Y).
- b. Member motivation (X2) has a significant and positive influence on member performance (Y).
- c. Transformational leadership (X1) and member motivation (X2) have a significant and positive influence on member performance (Y).

3. METHODS

The study employs the quantitative approach to see the influence or the relationship of a variable to other variables. A quantitative research is a research method based on the philosophy of positivism that is used to examine a particular population or sample, data collection with research instruments, statistical data analysis aiming at testing the established hypothesis (Sugiyono, 2016:8).

Meanwhile, the research method used is a survey method. According to Sugiyono (2010: 166), survey research is conducted on large or small populations, but the data studied are sample data taken from that population. The process of collecting information from a sample is done by distributing questionnaires or interview to describe various aspects of the population. Research with survey method uses a questionnaire as a data collection tool, while still looking at the situation and conditions in the study, time constraints and various practical interests in the research. The samples are 81 people who are the members of Bogor Police CID using non-probability sampling.

According to Sugiyono (2017:65-67), non-probability sampling is a technique that does not provide equal opportunities or opportunities for each element or member of the population selected to be the sample, where in this study using total sampling with the technique of determining sample when all members of the population are used as samples.

The author employs the path analysis in order to analyse the data. Path analysis is a development of regression analysis so that regression analysis can be called a special form of path analysis (Sugiyono, 2017: 297). Such analysis is used to describe and test the model of the relationship between variables in the form of cause and effect. It is not an interactive or reciprocal relationship.

4. RESULTS AND DISCUSSIONS

4.1 Instrument Quality Test

Table 2 shows the results of the reliability test of the research questionnaire regarding the variables of transformational leadership, work motivation and performance.

Table 2 Reliability Test Results

Variables	Coefficient of Reliability	Critical points	Remarks
Transformational leadership	0,908	0.70	Reliable
Work motivation	0,881		Reliable
Performance	0,828		Reliable

The reliability coefficient values of transformational leadership variables (0.908), work motivation (0.828) and performance (0.881) are above the set standard (0.70). The reliability coefficient values show that the questionnaire variables of transformational leadership, work motivation and performance are reliable or have good reliability in measuring the variables in this study. Thus, the research questionnaire is appropriate to be used for research by removing invalid items.

Based on the results of the validity test of 36 statement items against 30 respondents, it is known that the value of $n = 30$ with an error rate of $\alpha = 0.05$, the value of $r_{table} = 0.361$. The results of the validity test are in Table 3 as follows:

Based on the results of the validity test of the variables of transformational leadership, work motivation and performance, it is obtained that the value of r_{count} has a value of $r_{arithmetic} > r_{table}$ so that all items are categorized valid.

Table 3 Validity Test Results

Transformational leadership (X1)		
No	Statement	Correlation
	Idealized Influence	
	Leaders can instil pride and confidence in members of the leadership	
1	My leader is honest in word and deed	0,549
2	I fully trust the leadership	0,558
	Leaders have great influence downward	
3	Every decision in the task is taken by the leader	0,721
4	Leaders who direct organizational goals	0,596
	Leaders have a clear vision and mission	
5	Our leader does the job with clear SOP	0,470
6	My leader gives a clear description of the goals in the task	0,451
7	The working leader has a clear vision and mission in carrying out the work program	0,437
	Inspirational (Inspirational)	
	Leaders have a slogan to express important things in a simple way	
8	Leaders have special slogans to motivate members	0,405
9	Delivering a leader's important message in a simple way	0,572
	Leaders have inspiration to motivate members around	
10	Leaders have ideas at work	0,530
11	Leaders have a special way of encouraging members to complete tasks	0,659
12	My leader is able to make me think about solving old problems in new ways	0,741
	Leaders have enthusiasm of members to foster confidence in the task	
13	The honest attitude of the leader fosters member confidence in the task	0,439
14	Leadership guidance fosters the spirit of members in their duties	0,420
15	Leading examples encourage members to grow trust in completing tasks	0,445
	Intellectual Stimulation	
	Leaders value subordinates' ideas	
16	My boss accepts my input	0,557
17	Members' opinions are taken into consideration for the leadership	0,535
18	Leaders give rewards to members who have ideas	0,460
	Leaders develop rationality and careful problem solving	
19	My leader teaches creative solutions in solving problems	0,554
20	The leader and I think together to find a solution to a problem	0,463
	Leaders motivate members to be innovative and creative in new ways.	
21	Leaders teach me to see a problem as a learning medium	0,389
22	Leaders provide motivation to innovate in solving problems	0,620
23	Leaders for me have new ways to solve old problems	0,442

	Individualized Consideration	
	Leaders provide personal attention with open communication with members	
24	My leader pays special attention to the execution of tasks	0,597
25	My leader communicates actively both ways	0,564
26	My leader cares about the careers of his members	0,608
	Leaders respect each individual's differences	
27	My boss values differences of opinion subordinates solve problems	0,809
28	My leader does not discriminate between ethnicity, race, religion in carrying out his duties	0,687
29	My leader accepts the differences in the character & nature of members in organizational life	0,578
	Leaders as mentors by providing advice and direction	
30	Leaders provide good coaching	0,584
31	My leader directs when subordinates are not in accordance with organizational goals	0,521
32	My leader gives an example of training subordinates to carry out the right task	0,549
Motivation		
No	Statement	Correlation
	Need and achievement (nAch)	
	The urge to exceed	
1	The work I do is challenging to give maximum performance	0,388
2	The tasks assigned to me were completed with high quality	0,615
3	To improve service, I have to improve the quality of work to the maximum	0,596
	Reach work standard	
4	The number of tasks does not prevent employees from completing on time	0,701
5	In carrying out my duties, I must comply with the rules	0,797
6	So far, employee performance has always been assessed carefully and correctly	0,653
	Try hard to succeed	
7	Giving awards to members who excel will provide work motivation for employees to improve their work performance	0,533
8	Optimal work results are always the focus of employees completing a task	0,638
9	The energy expended solely to support maximum work results	0,444
	Need for power (nPow)	
	Desire to have influence	
10	The power that you receive today is very satisfying for you?	0,372
11	You sometimes feel dissatisfied if the input and directions you give are not listened to and implemented properly	0,382
12	You are often involved in the decision-making process by your superiors	0,407
	Be influential	
13	The power you have, you can be more respected by office co-workers	0,428
14	You are able to be a role model for colleagues in the company environment	0,606
	Need for affiliation (nAff)	
	maintain good relations with co-workers	
15	I have a good relationship with co-workers in the office environment	0,521
16	I can adjust well to colleagues in the company environment	0,599
17	The relationships that have been developed are not only held in the office, but also outside working hours	0,677
	Able to work well in a team	
18	I prefer to complete work together with co-workers	0,457
19	I am always involved in important activities within the organization (Polri)	0,435
Performance		
No	Statement	Correlation
	Productivity	

	Relationship between output and input	
1	The number of reports received is greater than the number of settlements	0,365
2	Case expenses are greater than the available budget	0,491
	the relationship between the amount of output and the resources consumed	
3	The number of members who handle cases is still less than the incoming reports	0,530
4	The number of computers (facilities & infrastructure) is considered less than the number of reports	0,432
	Quality	
	Internal measures, namely the quality of the product	
5	The number of settlements of criminal cases is increasing every year	0,431
6	Case files can go directly to P21 without going through P19	0,557
	The external measure is public dissatisfaction	
7	Low public complaints or complaints	0,474
8	There are no members who violate discipline	0,483
	Punctuality	
	Execution of tasks according to schedule	
9	Investigators are always on time in sending case files	0,711
10	Investigators are always on time in the implementation of stage 2	0,749
11	Investigators on time send SP2HP	0,673
	What is promised according to reality	
12	Members are on time in the implementation of the apple	0,817
	Cycle Time	
	How long will it take to complete the task	
13	The duration of the settlement of mild, moderate, severe cases can be on time.	0,374
14	SP2HP on time delivery	0,554
	Resource Utilization	
	Utilization of official infrastructure facilities (ranmor, computer) for assignments.	
15	Utilization of computers and their devices is carried out to the fullest	0,448
16	The crime unit is equipped with an official vehicle	0,499
	Utilization of human resources (colleagues) on duty.	
17	Fellow members help each other in carrying out investigation and fingerprinting tasks	0,688
18	New members get help from senior members in handling cases	0,526
	Utilization of supporting facilities (Lab for, identification)	
19	In disclosing criminal cases, obtaining support from Lab for	0,509
20	There are complete identification facilities and infrastructure in the identification function	0,754
	Cost	
	Budget utilization and accountability.	
21	Investigators have absorbed the fingerprint investigation budget to the maximum	0,597
22	Accountability for fingerprint investigation funds is made in an orderly manner	0,613
	Budget efficiency	
23	Investigators have made savings in the use of the budget	0,532

4.2 Correlation Test

After we test the validity of the existing variables, we will then process the data from the statements that have been obtained from the respondents. The following table presents the results of calculating the correlation

coefficient between the variables of transformational leadership, motivation and performance.

Based on Table 4, it is known that the correlation between transformational leadership and performance is 0.607, the correlation between

motivation and performance is 0.619, and the correlation between

transformational leadership and motivation is 0.791.

Table 4 Correlation Matrix “Correlations”

		Performance (Y)	Transformational Leadership (X1)	Motivation (X2)
Pearson Correlation	Performance (Y)	1.000	.607	.619
	Transformational Leadership (X1)	.607	1.000	.791
	Motivation (X2)	.619	.791	1.000

Source: Data processed

4.3 Simultaneous Hypothesis Testing (F)

Knowing whether the independent variables, namely transformational leadership and

motivation simultaneously affect performance, it is necessary to test the simultaneous hypothesis, with the results shown in Table 5 as follows:

Table 5 Simultaneous Influence F Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2526.020	2	1263.010	28.212	.000 ^b
Residual	3491.980	78	44.769		
Total	6018.000	80			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant). Motivation (X2). Transformational Leadership (X1)

Source: Data processed

Based on Table 5, it appears that the calculated F value is 28.212 where the F table value with the formula $F = (k, nk-1) = (2, 81-2-1) = (2, 78)$ and the error rate = 5% is 3.114. The overall path coefficient test can be seen from the calculated F (28.212) > F table (3.114), then the hypothesis is accepted. This means that transformational leadership and motivation simultaneously affect performance. Thus, the path coefficient really shows the influence according to the hypothesized conceptual framework.

4.4 Partial Hypothesis Test (t)

The partial success test of the path coefficient can be seen

from the t count. The following are the results of the partial t-test analysis.

Table 6 t-test of the influence of Partial

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	33.400	7.946		4.203	.000
Transformational Leadership (X1)	.206	.093	.314	2.228	.029
Motivation (X2)	.411	.156	.370	2.627	.010

Source: Data processed

a. Dependent Variable: Performance (Y)

Based on the table above, the path equation can be obtained as follows: $Y=0,314X_1+0,370X_2+\varepsilon$. The results of the analysis at the 5% level with the value of t table = 1.991, this t table is obtained from the formula $t \text{ table} = t (\alpha/2; n - k-1) = t (0,025; 81-2-1) = t (0,025; 78) = 1,991$ (see t tabel).

Based on the calculation results, the coefficient value of the transformational leadership path (X1) is 0.314 with a t count of 2.228 with the value of t count (2.228) > t table (1.991). It means that transformational leadership has a significant influence on performance. The results of the analysis at the 5% level with t table = 1.99085.

Based on the results of the calculation, the value of the motivation path coefficient (X2) is 0.370 with a t count of 2.627. The value of t count (2.627) > t table (1.99085) means that motivation has a significant influence on performance.

4.5 Path Analysis

a. The amount of the path coefficient (can be seen in table 6, t test):

1) $P_{YX_1} = 0,314$

2) $P_{YX_2} = 0,370$

b. The amount of the correlation coefficient (see table 4, correlation matrix):

1) $r_{X_1X_2} = 0,791$

c. The amount of the direct influence of variables X1 and X2 on Y, with the details of the calculation as follows:

1) X_1 Against Y is $0,314 \times 0,314 \times 100\% = 9,9\%$

2) X_2 Against Y is $0,370 \times 0,370 \times 100\% = 13,7\%$

d. The amount of indirect influence:

1) X_1 Against Y through X_2 is $(P_{y_{x_1}}) \times (P_{y_{x_2}}) \times (r_{X_1X_2}) \times 100\% = 0,314 \times 0,370 \times 0,791 \times 100\% = 9,2\%$

2) X_2 Against Y through X_1 is $(P_{y_{x_2}}) \times (P_{y_{x_1}}) \times (r_{X_1X_2}) \times 100\% = 0,370 \times 0,314 \times 0,791 \times 100\% = 9,2\%$

e. The amount of direct and indirect influence (partial total influence) is:

1) X_1 Against Y is $9,9\% + 9,2\% = 19,1\%$

2) X_2 Against Y is $13,7\% + 9,2\% = 22,9\%$

Table 7 summarizes the direct and indirect influences of transformational leadership and work motivation on the

performance of members of the Bogor Police CID.

Table 7 Direct and Indirect Influences

Variables	Path Coefficient C, Beta	Correlation coefficient of independent variables (X1X2)	Amount of Influence			
			Direct	Indirect Through		Total direct and indirect
				X1	X2	
X1→Y	0,314	0,791	9,9%	-	9,2%	19,1%
X2→Y	0,370		13,7%	9,2%	-	22,9%
Influence X1X2 → Y						42,0%

Source: Data processed.

Based on Table 7, it can be seen that the more dominant variable affecting performance is motivation because it has a greater percentage of influence, namely 22.9% compared to transformational leadership of 19.1%. X2 against Y as follows:

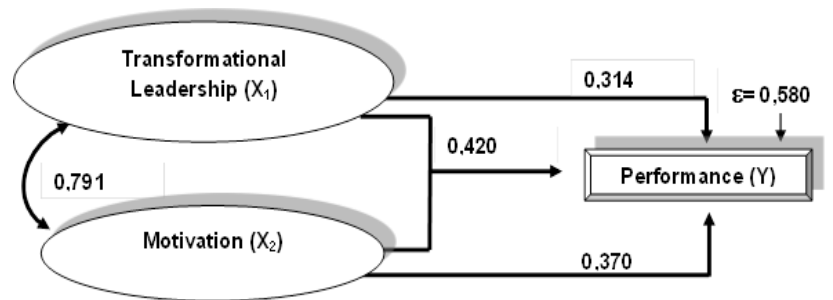


Figure 2 Direct and Indirect Influences

4.6 Coefficient of Determination

Table 8 shows us the results of the analysis of the correlation coefficient and the

coefficient of determination to determine the magnitude of the influence simultaneously.

Table 8 Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,648 ^a	,420	,405	6,691

a, Predictors: (Constant), Motivation (X₂), Transformational Leadership (X₁)

b, Dependent Variable: Performance (Y)

Source: Data processed

Ridwan and Kuncoro (2014:62) state that the size of the contribution of the variable X to Y can be determined by the determinant coefficient formula as follows:

$$KP = r^2 \times 100\%$$

Description:

KP = Determinant Coefficient Value

R = Correlation Coefficient Value

Based on the formula, it can be calculated that the influence of X₁ and X₂ together on Y is equal to $KP = 0.6482 \times 100\% = 0.420 \times 100\% = 42\%$, while the value of epsilon (ε) or the influence of other variables is 0.580 or 58%. Thus, it can be said that the influence of transformational leadership and motivation simultaneously on performance is 42%, while the remaining 58% is influenced by other variables that are not included in the model or concept studied.

4.7 Analysing the influence of transformational leadership on the performance of Bogor Police CID members

Based on the results of research, it is known that test is significance through the t-test, which is used to partially measure the transformational leadership

variable (X1) on the performance (Y) of Bogor Police CID members. The results of the t-test reveals that the coefficient value of the transformational leadership path (X1) is 0.314 on performance (Y), with a t count of 2.228, while it is known for a t table of 1.991 so that t count (2.228) > t table (1.991). Based on the results of the calculation, it is concluded that because t count is greater than t table, the hypothesis is accepted, meaning that transformational leadership (X1) has a significant influence on the performance (Y) of the members of Bogor Police CID.

Based on the description above, it can be concluded that there is a significant relationship between transformational leadership variables (X1) on performance (Y). The authors calculate the amount of the direct influence between transformational leadership (X1) on performance (Y) and the indirect influence between transformational leadership (X1) on performance (Y) through work motivation (X2). The amount of the direct influence of transformational leadership (X1) on performance (Y) is 0.099 or 9.9%. This means that every time there is an increase in transformational leadership (X1) by 1%, there is an increase in performance (Y) by 9.9%. Meanwhile, the result of calculating the indirect influence of transformational leadership (X1) on performance (Y) through work motivation (X2) is 0.092 or 9.2% so the amount of the influence of the transformational leadership variable (X1) on performance (Y) directly or indirectly is 19.1%.

Armstrong and Baron (1998:16) in Wibowo (2016: 84-85) states that there are several factors influencing performance, namely personal factors, leadership factor (determined by the quality of encouragement, guidance, and support by managers and team leaders), team factors, system factors, contextual/situational factors. In addition, the results of this study are also in accordance with the results of a previous study, written by Hakam & Ruhana (2015) in terms of hypothesis 2 (the transformational leadership style has a significant influence on employee performance, in which the hypothesis is accepted). The amount of the path coefficient ($\beta_{Y2.X1}$) of transformational leadership style (X1) on performance (Y2) is 0.597.

4.8 Analysing the influence of work motivation on the performance of members of Bogor Police CID

Based on the results of the research, it is found out that the results of the significance test through the t-test which is used to partially measure the influence of the motivation variable (X2) on the performance (Y) of the members of Bogor Police CID. The results of the t-test of 19 motivational questionnaires show that the path coefficient value of motivation (X2) is 0.370 on performance (Y), with a t-count of 2.627, while it is known for a t-table of 1.991 so that t count (2,627) > t table (1,991). Based on the results of the calculation, the resulting t count is greater than t-table, the hypothesis is accepted, meaning that work motivation (X2) has a significant influence on

the performance (Y) of members of the Bogor Police CID.

Due to the fact that there is a significant relationship between motivation (X2) on performance (Y), then the author calculates the amount of the direct influence between motivation (X2) on performance (Y) and the indirect influence between motivation (X2) on performance (Y) through transformational leadership (X1). The amount of the direct influence of work motivation (X2) on performance (Y) is 0.137 or 13.7%, meaning that every time there is an increase in work motivation (X2) by 1%, then there is an increase in performance (Y) by 13.7%. Meanwhile, the indirect influence of work motivation (X2) on performance (Y) through transformational leadership (X1) is 0.092 or 9.2%.

Based on the results of statistical calculations above, it is obtained the results that are in accordance with the theory, which is conveyed by Wibowo in his book *Performance Management* fifth edition pages 330 and 331. The theory states that “motivation can certainly affect performance, although it is not the only factor that shapes performance. Performance problems depend on a combination of individual input, work context factors, motivation, and appropriate motivated behaviour (Wibowo, 2016: 331). In addition, the results of this study are also in accordance with the results of a previous study, written by Hakam & Ruhana (2015) in hypothesis 3 that work motivation has a significant influence on employee performance and it is accepted. The path coefficient ($\beta_{Y2.X1}$) of work motivation style (Y1) on

employee performance (Y2) is 0.357.

4.9 Analysing the influence of transformational leadership and work motivation on the performance of members of Bogor Police CID

There is a simultaneous influence of transformational leadership and work motivation on the performance of CID members of Bogor Police. This means that transformational leadership applied at Bogor Police and the existing work motivation simultaneously affect the performance of CID members of Bogor Police. The results of the analysis of the coefficient of determination in order to determine the influence of X1 and X2 together on Y is 42%. This means that there is an influence of transformational leadership and work motivation on the performance of CID members of Bogor Police by 42%, while the remaining 58% is influenced by other variables that are not included in the model or concept under the study.

The results of the statistical analysis above show that there is an influence between the independent variables, namely transformational leadership (X1) and work motivation (X2) on the dependent variable, namely the performance (Y) of CID members of Bogor Police which is supported by opinions regarding the factors that influence performance, including Armstrong and Baron (1998:16) in Wibowo (2016: 84-85) as follows:

- a. Personal factors—indicated by the level of skills, competencies possessed, motivation, and individual commitment.

- b. Leadership factor—determined by the quality of encouragement, guidance, and support by managers and team leaders.
- c. Team factors—indicated by the quality of support provided by colleagues.
- d. System factors—indicated by the work system and facilities provided by the organization.
- e. Contextual/situational factors—indicated by high levels of pressure and changes in the internal and external environment.

Furthermore, the results of this study are in accordance with a previous research, conducted by Agustiningrum, et al., (2012), in which one of the results of the multiple linear regression significance test between leadership style (X1) and work motivation (X2) on employee performance (Y) are F count (15.531) and F table (3.175) with a significance level of 0.05. Therefore, it can be said that the value of F count > F table. Therefore, there is a positive and significant influence of leadership style and work motivation together on the performance of the employees of the Regional Secretariat of Magelang City in 2012. In other words, the hypothesis is accepted.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

- a. Transformational leadership has a significant and positive influence on members' performance. The direct influence of transformational leadership variable (X1) on

performance (Y) is 9.9%. Meanwhile, for the indirect influence of the transformational leadership variable (X1) on performance (Y) through work motivation (X2), the result is 9.2%. Therefore, the total influence of transformational leadership variables (X1) on motivation (Y) is 19.1%.

- b. Members' motivation has a significant and positive influence on members' performance. The direct influence of motivation (X2) on performance (Y) is 13.7%. Meanwhile, for the indirect influence of work motivation variable (X2) on performance (Y) through transformational leadership (X1), the result is 9.2%. Thus, the influence of the motivation variable (X2) on the performance (Y) of CID members of Bogor Police is 22.9%.
- c. Transformational leadership and members' motivation have a significant and positive influence on members' performance. The influence of X1 and X2 together on Y is 42%. This means that there is an influence of transformational leadership and work motivation on the performance of CID members of Bogor Police by 42%, while the remaining 58% is influenced by other variables that are not included in the model or concept under the study.

5.2 Recommendations

In order to improve the performance of CID members of Bogor Police, the author would like to recommend the following things:

- a. Creating member trust need personal closeness is needed where the leader must be able to become part of the family of members, then openness in budget absorption and can be a protector for its members.
- b. Giving reward and punishment to members who have services in handling cases and to members who commit violations and do not work optimally, with the aim of providing work motivation to members.
- c. Conducting further research using other variables to determine the factors affecting the performance of CID members of Bogor Police.

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