

INFLUENCE OF INSTRUCTION LEADERSHIP STYLE, TASK DISCIPLINE, DUTY COMMITMENT TO THE PERFORMANCE OF POLICE PERSONNEL AT THE DIRECTORATE OF COMMUNITY DEVELOPMENT OF POLDA KEPRI

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Abstract: This research aims to find out the influence of instructional leadership style, task discipline, duty commitment to personnel performance. The object of this research is the police at the directorate of community development of the kepri regional police. The population in the study was 86 respondents. The sample calculation used the slovin formula, so the number of samples in this study was as many as 46 respondents. Research data is obtained by spreading questionnaires to respondents to then be tabulated and processed using spss data processing applications. From the results of the study, it is known that the instruction leadership style has an insignificant effect on personnel performance, task discipline has a significant effect on personnel performance, and duty commitment has an insignificant effect on personnel performance, as well as instructional leadership style, task discipline, and duty commitment simultaneously have a significant effect on personnel performance. Adjusted R Square is 39.2%. This meant that instructional leadership style, task discipline and duty commitment were able to explain personnel performance by 39.2%, while the remaining 60.8% was explained by other variables not included in the study.

Keywords: *Instructional leadership style, task discipline, duty commitment, personnel performance*

1. Introduction

Polri is a law enforcement agency directly responsible under the President. In the body of the police composed of a skeleton or management structure led by a Head of the National Police of the Republic of Indonesia (Kapolri). Based on Article 2 of Law No. 2 of 2002 concerning the National Police of the Republic of Indonesia, the function of the Indonesian Police is one of the functions of the state government in the fields of maintaining security and public order, law enforcement, protection, sufficiency, and service to the community.

Today crime is one of the problems that exist in the body of society that is very difficult to cut the number of events, the more a society grows, the more the mode of operandi created by the perpetrators of these crimes. It is evident lately that more and more crimes are often committed by criminals with various modus operandi such as using women's bait carried out by a gang of motorcycle thieves, using drugs to drug victims, hypnotism and so on. Police as law enforcement officers have a very important role in preventing the occurrence of crimes in their jurisdictions, police are also required to be able to keep up with the development of

crime modes that always develop from time to time. The task of the Police which is considered the most effective to overcome the occurrence of crimes in the countermeasures and disclosure of a criminal offense is a preventive task because the broad task is almost limitless, formulated with the words to do anything possible as long as security is maintained and as long as it does not violate the law itself.

Preventive is carried out with 4 main activities; organize, guard, escort and patrol. Patrols are the dominant activity carried out, because it serves to prevent the meeting of intention and opportunity factors so that there is no disruption of public security and order or violation of the law in order to maintain or improve the rule of law and efforts to foster public peace to realize or ensure public security and order. Each region has different social, cultural and cultural conditions, it causes crime in one place different from other places, crime in riau islands is not necessarily the same way, and the causes behind when compared to the city of Jakarta, the community is always in process, and crime always accompanies the process, so it takes knowledge to learn the crime, starting from knowledge about the perpetrator, the reasons the perpetrator committed the crime, up to the crime.

Police Patrols are carried out to find out about how the social situation of the community and its culture so that the routine of the community is known in one place which finally if one day found things that are out of the ordinary of the area will soon be known, and easily overcome crime in the region. Thus, people can feel safer and feel the protection and certainty of the law for themselves.

In addition, we must also realize and recognize that the community must also participate actively to create security and tranquility in the midst of society. In certain areas such as red light areas, entertainment venues and other crime-prone places are the main targets for police patrol officers. The patrol function within the Police is carried out by the Samapta Unit, Traffic Unit, and Vital Object Security Unit, these units are responsible for maintaining security and order both on the road, in schools, offices, government objects, and other public places.

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Human resources are one of the implementing elements in organizational activities that are in charge and responsible for carrying out organizational operational activities. In carrying out the duties of a personnel required a perseverance in work, deft, have expertise and ability in carrying out tasks. In an organization in order to develop and develop depends

on the performance of the personnel themselves. If the performance is achieved well then the results will also be good, but on the contrary if the performance of personnel is not good then the results obtained are also not good so that the goals desired by the organization cannot be achieved optimally. For this reason, attention from the leadership to meet the needs of personnel is also needed, so that personnel performance is good. Therefore, human resources are not only the object of achieving goals, but also as actors to realize organizational goals.

Instructive leadership style is a leadership style where leaders give more direction, little or less support. A high leadership style of direction and low support is referred to as "instruction" because this style is characterized by one-way communication, problem-solving initiatives and decisions only from leaders, problem solving and decisions from leaders, as well as strict supervision of the implementation of work carried out by leaders, this is commonly done by the leadership of the Directorate of Community Development of the Kepri Regional Police.

Discipline is one of the main foundations of the success of a job. This is because discipline gives a big contribution in the perfect completion of a job. Moreover, a job that has a long vulnerable time and requires regularity. Discipline forms a work atmosphere to be organized and foster harmony in a group performance. Discipline also plays an important role in the establishment of an organization. The running of the organization well will also be influenced by the work ethic of its members. And including the work ethic that should get important attention is in terms of discipline carrying out tasks.

A person's commitment to an organization or company becomes a very important issue in the world of work. A person's commitment to the company becomes a very important issue in the world of work. Commitment becomes one of the conditions to occupy a position or position in the company.

2. Theoretical Background

Performance

Employees are required to work optimally, both in quantity and in quality, so that the company has the potential to seize market opportunities. Overall, employee productivity is the company's performance. To be able to know the performance, it is necessary to assess work performance.

Performance assessment programs in addition to knowing employees who will be able to get promotions or salary increases can also be used to determine employee behavior and the results achieved by an employee. Employee behavior can be reflected by the presence of knowledge about work, communication fostered by employees, leadership, the ability to make planning and carry out coaching if the employee has subordinates. While the results obtained by a person can be judged by the quantity and quality of his work.

Handoko (2007) in his book *Personnel and Human Resource Management* also posits that "Achievement assessment is the process through which organizations evaluate or assess employee work performance. This activity can improve personnel decisions and provide feedback to employees about the implementation of their work.

Nawawi (2008) *Performance Evaluation to develop the achievements of potential workers*, states that work performance is a combination of three factors consisting of (a) interest in work, (b) acceptance of task delegations as well as (c) the role and level of motivation of a worker. The higher the factors, the greater the work performance or performance.

The purpose of performance assessment is as follows:

1. Have or influence as a motivater
2. Stimulates the improvement and development of a sense of responsibility
3. Foster a sense of dependence on the company
4. Increase understanding between superiors and subordinates
5. Anticipate the need for employee training and development
6. Avoiding the manager's favoritism towards subordinates
7. Measure the extent of improvements achieved by each employee over time by comparing previous achievement assessments with now
8. Measure the success of one's leadership.

Instructional Leadership Style

In situational approach theory, effective leadership is how a leader can know the state of both the ability or nature of the men he leads to then the leader can determine. As has been explained in other articles the level of maturity or ability of the men there are four types, namely: instruction, consultation, delegation and participation. As for the exact style applied in the four levels of the eyes of the men as explained by Miftah Thoha in his book Leadership in Management is as follows: Instructions i.e. the behavior of leaders who are high direction and low support are referred to as instructions because this style is characterized by one-way communication. Leaders limit the role of their followers and tell them about what, how, when, and where to perform various tasks.

Leaders provide ample opportunities for subordinates to perform their own performances because they have the ability and confidence to assume responsibility in the direction of their own behavior. From the description above, it can be concluded that effective leadership is a leader who can adjust his leadership style according to the level of maturity of his men. The relationship between the leadership style and the maturity level of the men is as follows: If the men are in low maturity then an effective leadership style has instructions. If the maturity of the men moves from low to the end then an effective leadership style is consultation. If the level of maturity of the men from medium to high then the effective leadership style is participation. And if the maturity of the men is high then the effective leadership style is delegation. According to Wahjosumidjo (1987) basically no good leader who exists is an effective leader, that is, a leader who always changes his behavior according to the level of maturity development of his subordinates. Therefore, a leader can behave effectively, it would be more suitable if the leader can apply the teachings of situation leadership theory. And the theory of situation leadership itself is basically a theory developed from the theory of behavioral leadership. While the theory of behavioral leadership based on its development is based on the teachings produced by the theory of leadership traits.

This instructive leadership style is high-oriented towards tasks and low on relationships, which is the main characteristic of this leadership style is that communication is only carried out in one direction, namely from leadership to subordinates. All tasks that will be done must be through the permission of the leadership. All decisions are only in the hands of the leadership, while subordinates are only as executors.

Task Discipline

Discipline is an important and decisive issue and needs to be considered by every organization that wants to succeed in achieving goals. Moenir (2008) expressed the importance of discipline in an activity. Discipline is one of the factors in the success of an activity. Please note that the success of a business is largely determined by three factors,

namely: sincerity, discipline and expertise. One of the factors does not exist then the results of its activities will decrease both in quality and quantity. Therefore, efforts to discipline employees must receive serious attention.

In line with the above opinion, Yuwono (2007) states that in every organization discipline is needed so that there is no negligence or negligence and waste in carrying out an activity. Discipline will help provide assurance that the work can take place continuously and the target can be achieved according to a predetermined period of time.

Discipline here is very important in an organization, either a company or a government organization to create high productivity and work performance as stated by Musanef (2006) that discipline is also no less important than other principles, atinya every employee always affects the results of work performance. Therefore in each member it is necessary to uphold his discipline. Through high discipline, work productivity can basically be improved. Therefore it is instilled in every disciplined officer who should be.

Martoyo (2008) suggests the factors that influence the construction of discipline are

1. Motivation
2. Welfare
3. Leadership
4. Education and Training
5. Enforcement of discipline through law

Duty commitment

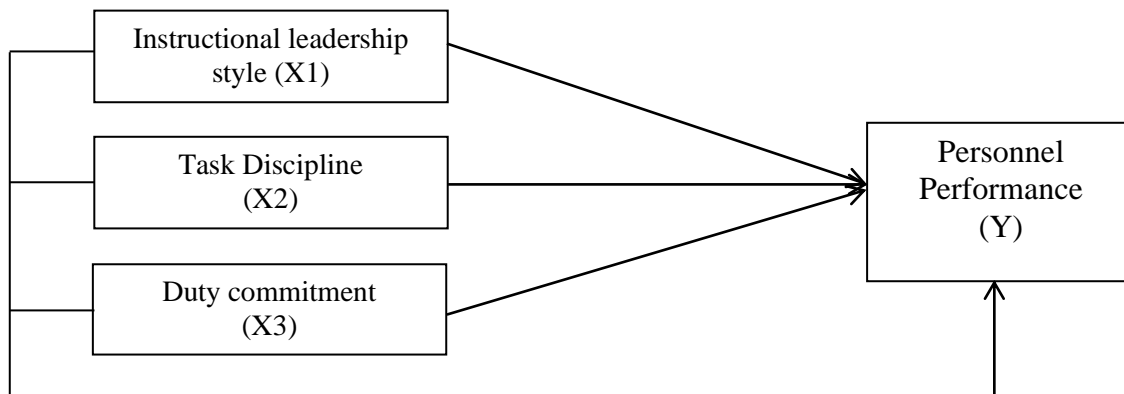
Work commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes how to develop goals or meet organizational needs that essentially prioritize the organization's mission over personal interests (Soekidjan, 2009). According to Meyer and Allen (2005, in Soekidjan, 2009), commitment can also mean an individual's strong acceptance of the organization's goals and values, and individuals strive and work and have a strong desire to stay in the organization. According to Van Dyne and Graham (2005, in Muchlas, 2008), the factors that influence organizational commitment are: personal, situational and positional.

Indicators of commitment behavior according to Ques. According to Quest (2005, Soekidjan, 2009) the indicators of commitment behavior that can be seen in employees are

- a) Make adjustment efforts, in a way to fit in the organization and do the things that are expected, and respect the norms of the organization, comply with applicable rules and regulations.
- b. Imitate loyalty, by helping others, respecting and accepting things that are considered important by superiors, proud to be part of the organization, and caring about the image of the organization.
- b) Actively support, by acting in support of the mission to meet the needs / mission of the organization and adjust to the mission of the organization
- c) Make personal sacrifices, by placing the interests of the organization above personal interests, sacrifices in terms of personal choices, and supporting decisions that benefit the organization even if the decision is not favored.

Theoretical Framework

In this study presents a frame of mind to obtain the problem being studied, this frame of mind is presented in the form of the following images:



Hypothesis

1. There is an influence of the instructional leadership style on the performance of police personnel at the Office of the Directorate of Public Development of the Kepri Regional Police.
2. There is an influence of task discipline on the performance of police personnel at the Office of the Directorate of Public Development of the Kepri Regional Police.
3. There is an influence of the duty commitment on the performance of police personnel at the Office of the Directorate of Public Development of the Kepri Regional Police.
4. There is an influence of the leadership style of instuksi, discipline of duty, and commitment of the Task together to the performance of police personnel at the Office of the Directorate of Community Development of the Kepri Regional Police.

Research Methodology

According to Rumengan (2010) Population is a complete group of elements that are usually in the form of people, objects, transactions or events that we are interested in studying or becoming research objects. The population in this study is all personnel of the Directorate of Community Development of The National Police which amounts to 86 personnel.

The sample is part of the population that is the real object, the sample in this study is the Kepri Regional Police Community Development Personnel. Sampling based on solvin opinions. So that the number of samples that will be used as respondents in this study is as many as 46 respondents.

The data used in this study is primary data where the author directly obtains data from research objects that have not been processed for a specific purpose, both the data related to the number of personnel development and the policy of the Office of the Directorate of Community Development of the Regional Police.

Research Result

Validity Test

Here are the results of the variable validity test in this study

Table 1. Validity Test Result

Variable	Validity				
	Item	r count	r table	Sig	Remark
Instructional Leadership Style (X1)	X1.1	0,730	0,284	0,000	Valid
	X1.2	0,758		0,000	Valid
	X1.3	0,745		0,000	Valid
	X1.4	0,799		0,000	Valid

	X1.5	0,755		0,000	Valid
Task Discipline (X2)	X2.1	0,841	0, 284	0,000	Valid
	X2.2	0,861		0,000	Valid
	X2.3	0,746		0,000	Valid
	X2.4	0,904		0,000	Valid
	X2.5	0,912		0,000	Valid
Duty commitment (X3)	X3.1	0,841	0, 284	0,000	Valid
	X3.2	0,850		0,000	Valid
	X3.3	0,678		0,000	Valid
	X3.4	0,831		0,000	Valid
	X3.5	0,691		0,000	Valid
Personnel Performance (Y)	Y.1	0,954	0, 284	0,000	Valid
	Y.2	0,928		0,000	Valid
	Y.3	0,896		0,000	Valid
	Y.4	0,809		0,000	Valid
	Y.5	0,632		0,000	Valid

Based on the results of the validity test analysis in Table 1 above, it is known that each statement indicator used has a calculated r value greater than r table with a sig level of 0.05 of 0.284. This indicates that the statement indicators of each variable used in this study were declared valid for use as variable measuring instruments.

Reliability Test

Here are the results of variable reliability tests in this study

Table 2. Reliability Test Results

Variable	Alpha Cronbach	N Off Item	Reliable Parameters	Remark
Instructional Leadership Style (X1)	0,810	5	0,60	Reliabel
Task Discipline (X2)	0,903	5	0,60	Reliabel
Duty commitment (X3)	0,837	5	0,60	Reliabel
Personnel Performance (Y)	0,898	5	0,60	Reliabel

Based on the results of the reliability test analysis test in Table 4.2 above, it can be seen that all variables have an apha-cronbach value greater than 0.60. It can be concluded that all the variables used in this study are reliable.

Multiple Regression Analysis

The results of the multiple regression analysis can be seen in the following table:

Table 3. Multiple Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.027	3.663		.007	.994
Instuctional Leadership Style	.256	.173	.162	1.479	.145

Task Discipline	.425	.113	.441	3.750	.000
Duty commitment	.274	.144	.240	1.897	.063

a. Dependent Variable: Personnel Performance

$$Y = 0,27 + 0,256X_1 + 0,425X_2 + 0,274X_3 + e$$

The value of the regression equation above can be explained as follows;

1. The constant is 0.027, meaning that if the instruction leadership style (X1), task discipline (X2) and Duty commitment (X3) value is 0, then the personnel performance (Y) value is 0.27.
2. The regression coefficient of the instruction leadership style (X1) variable is 0.256, meaning that if another independent variable is fixed in value and the instruction leadership style (X1) increases by 1%, then personnel performance (Y) will increase by 0.256. The coefficient of positive value means that there is a positive relationship between the instruction leadership style and personnel performance, the more the instruction leadership style, the more it improves personnel performance.
3. The regression coefficient of the Task Discipline variable (X2) is 0.425, meaning that if another independent variable is fixed in value and Task discipline (X2) increases by 1%, then personnel performance (Y) will increase by 0.425. The coefficient of positive value means that there is a positive relationship between task discipline and personnel performance, the lower the discipline of the task the more the personnel performance increases.
4. The regression coefficient of the Duty commitment variable (X3) is 0.274, meaning that if another independent variable has a fixed value and Duty commitment (X3) increases by 1%, then personnel performance (Y) will increase by 0.274. The coefficient of positive value means that there is a positive relationship between Duty commitment and Personnel Performance, the increase in Duty commitment, the more personnel performance increases.

Hypothesis Test

Partial Test (Test t)

This test is performed to determine the effect of each partially free variable on the bound variable.

Table 4. Partial Test (Uji t)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
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Instructional Leadership Style	.256	.173	.162	1.479	.145
Task Discipline	.425	.113	.441	3.750	.000
Duty commitment	.274	.144	.240	1.897	.063

a. Dependent Variable: Personnel Performance

1. Instructional leadership style towards personnel performance
 From the table above, it can be known that the leadership style has a significance value of 0.145. The value of this significance is greater than 0.05. So it can be concluded that the leadership style of instructions has no significant effect on personnel performance. The first hypothesis was rejected.
2. Discipline of duty towards personnel performance
 From the table above, it can be known that the task discipline has a significance value of 0.000. The value of this significance is smaller than 0.05. So it can be concluded that the discipline of duty has a significant effect on personnel performance. The second hypothesis is accepted.
3. Duty commitment to personnel performance
 From the table above, it can be known that the duty commitment has a significant value of 0.063. The value of this significance is greater than 0.05. So it can be concluded that the duty commitment has no significant effect on personnel performance. The third hypothesis was rejected.

Simultaneous Test (Test F)

This simultaneous test is performed to determine the effect of simultaneous free variables on bound variables.

Table 5. Simultaneous Test (Test F)
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	180.237	3	60.079	14.094	.000 ^b
Residual	247.246	42	4.263		
Total	427.484	45			

a. Dependent Variable: Personnel Performance

b. Predictors: (Constant), Commitment Task, Instructional Leadership Style, Task Discipline

4. Instructional leadership style, task discipline, and simultaneous duty commitment to personnel performance
 From the table above, it can be seen that the significant value is 0.000. The value of this significance is smaller than 0.05 so it can be concluded that the leadership style of instruction, task discipline, and duty commitment simultaneously have a significant effect on personnel performance. The fourth hypothesis is accepted.

Determination Coefficient Analysis

Table 6. Determination Coefficient Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.422	.392	2.065

a. Predictors: (Constant), Duty commitment_Task Discipline, Instructional Leadership Style,

From the table above, it can be seen that the adjusted value of R Square is 39.2%. This meant that instructional leadership style, task discipline and duty commitment were able to

explain personnel performance by 39.2%, while the remaining 60.8% was explained by other variables not included in the study.

Conclusions

From the results of the study, some conclusions can be drawn as follows:

1. Instruction leadership style has an insignificant effect on personnel performance
2. Task discipline has a significant effect on personnel performance
3. Commitment of duties has no significant effect on personnel performance
4. Instructional leadership style, task discipline and duty commitment simultaneously have a significant effect on personnel performance

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