

Leadership Influence, Performance Benefits On Employee Performance (Study Of Central Java Regional Police Headquarters Service Employees)

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***Abstract.** This study aims to analyze the influence of the leadership , performance benefits and on employee performance (Study of employees of the Central Police Regional Services headquarters). Data were obtained through questionnaires and interviews. The results are expected to provide useful information to both leaders and employees. The data obtained were analyzed using descriptive analysis and quantitative statistical analysis. Quantitative analysis using multiple regression analysis to determine the effect of independent variables on the dependant variable , but before the test done first tested the validity and reliability testing and test requirements. Regression analysis showed that the leadership, performance benefits, jointly affect the performance of employees performance part of the Central Police Regional Services headquarters*

***Keywords:** Leadership, Performance Benefit, Employee Performance*

INTRODUCTION

Employees as the main resource of an organization are required to provide the best service and performance to consumers. Because if consumers feel dissatisfied and do not get good service, it will damage the image of the organization. This shows that human resources greatly influence an organization's success in achieving its goals. Therefore, organizations must be able to enable their members to carry out their work in a calm and comfortable condition. A pleasant work atmosphere will make members work optimally in the organization.

The Central Java Regional Police of the Republic of Indonesia (Polda Jateng) is one of the government institutions that is realizing changes in the national order of life towards a civil society that is democratic, safe, orderly, just and prosperous. To realize this, the Central Java Regional Police are expected to have good performance as well. It is hoped that the performance of the Central Java Regional Police in providing protection, protection and community services from day to day can continue to be improved. Likewise, the quality of human resources must be improved so that they are able to carry out their duties well. Good performance will support the function of this institution in accordance with Law no. 2 of 2002 concerning the National Police, namely, as one of the functions of state government in the field of maintaining security and public order, law enforcement, protection, protection and service to the community.

In a government organization, success or failure in carrying out tasks and administering government is determined by leadership. Through leadership and supported by adequate organizational capacity, good governance will be realized, on the other hand, weakness in leadership is one of the causes of the collapse of bureaucratic performance in Indonesia (Istianto, 2009)

The role of a leader is important to achieve the desired organizational goals. To create a good employee work attitude, various methods are needed that can be done by a leader of an organization, one of which is by using the right leadership style. Leadership can also be said to be a leader's way of directing, encouraging and managing all elements within an organization to achieve a desired goal so as to produce maximum employee performance.

The importance of improving public services at this time is related to bureaucratic reform. Products from public services in a democratic country must at least meet three indicators, namely responsiveness, responsibility and accountability (Lenvine, 1990). To implement these indicators, quality human resources are needed. Bureaucratic reforms carried out by the government are directed at public service work units such as Customs, Police, Prosecutor's Office and others. To support the responsibilities and risks of work carried out by employees, the government has provided performance allowances. Performance allowances or you could say restructuring the provision of employee benefits in the form of salary, honorarium, fixed allowances, incentives, bonuses and/or pensions. Performance allowance is a term used to provide allowances to Civil Servants, TNI and Polri.

The performance allowance or allowances given every month apart from the regular salaries received by Polri personnel are intended to improve the performance of their personnel. According to Adit in Tarigan (2011), the purpose of performance allowances is to improve the structure in the bureaucracy and improve employee performance. By providing this allowance, it is hoped that it can increase the productivity of Central Java Regional Police resources, especially the Headquarters Services section. The existence of performance allowances is expected to support the improvement of public services, reduce actions that lead to corruption, collusion and nepotism and can improve employee performance.

Central Java Regional Police Headquarters Services. to improve its performance.

The image of the government bureaucracy as a whole will be determined by the performance of the organization. Likewise with the Central Java Regional Police. To provide good service to the community, the Central Java Regional Police must have quality human resources, be fast and responsive in responding to developing information. Improving the

performance of human resources is absolutely necessary, because the Central Java Regional Police is part of the government's tools for serving the community.

So far, there have been several phenomena carried out by individual members, resulting in an unfavorable view in society. Human resource development is the main key to improving the National Police. Some of the most common irregularities committed by the police include: police corruption, police brutality, police insensitivity and police who are not enthusiastic about their work (police burn out).

This deviation was carried out by police officers who deviated from their duties and responsibilities and were unable to meet community expectations. In fact, several phenomena that occur, especially in the Central Java Regional Police Headquarters Services section, include the low quality of member discipline, namely by showing members' complaints about lack of take home pay every mid-month, which has the effect of some members only coming at morning roll call, then leaving office before office working hours end. The absence of members in the office carrying out their main duties and preferring to seek additional income outside the office results in the low performance of members, especially the Central Java Regional Police Headquarters Service.

The attitude of personnel who only come at morning roll call, then leave the office before office hours are over reflects unprofessionalism in carrying out their duties. This is where the role of leadership to provide direction and coaching to its members is very necessary in order to improve future performance to realize bureaucratic reform. Employee development is directed at improving the quality of human resources so that they have attitudes and behavior that can serve and be responsible and have a work ethic so that they can provide optimal public services.

LITERATURE REVIEW

Performance

Performance 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 (Mangkunegara, 2000). According to Widodo (2005) performance is carrying out an activity and perfecting it in accordance with one's responsibilities with the expected results, or a work result that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve organizational goals. legally concerned does not violate the law and is in accordance with morals and ethics. Suntoro

(in Tika, 2006), states that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain time period. Robbins (2003) performance is a measure of an outcome.

Performance can be in the form of final products in the form of goods and services or in the form of behavior, skills, competencies, facilities and specific skills that support the achievement of organizational goals and objectives. Hasibuan (2004) mentions performance as work performance, revealing that work performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. Byars & Rue (2000) defines performance as the level of achievement of an employee's work tasks. Performance reflects a person's success in carrying out work. According to Wirawan (2000) performance is the output produced by the functions or indicators of a job or profession within a certain time. Wirawan (2009) further explained the relationship between performance and competency. Performance is a function of competence, attitudes and actions. Competency describes the characteristics of knowledge, skills, behavior and experience to perform a particular job or role effectively.

Gibson et.al (2000) stated that job performance is the result of work related to organizational goals such as quality, efficiency and other effectiveness criteria. Performance is the contribution made by organizational members to the achievement of organizational goals. The definition of performance according to several management experts as summarized by Tika (2010) is as follows:

- 1) Stoner in his book Management states that performance is a function of motivation, skills and role perception.
- 2) Bernardin and Russell define performance as recording the results obtained from functions certain work or activities during a certain period of time.
- 3) Handoko in his book Personnel and Resource Management defines performance as the process by which an organization evaluates or assesses employee work performance.
- 4) Prawiro Sutoro stated that performance is the result of work achieved by a person or group of people in an organization in order to achieve organizational goals within a certain time period.

Employee performance indicators:

- a. Punctuality
- b. Work accuracy
- c. Able to complete additional work

- d. Amount of work can be completed before time
- e. Follow the instructions provided
- f. Responsibility for the implementation of work
- g. Able to collaborate with co-workers

Kepemimpinan

Siagian (2002) stated that leadership is a person's ability to influence other people (his subordinates) in such a way that the other person is willing to carry out the leader's wishes even though he personally may not like it. Dubrin (2005) stated that leadership is an effort to influence many people through communication to achieve goals, a way of influencing people with instructions or orders. Nimran (2004) stated that leadership is a process of influencing the behavior of other people so that they behave as desired. Robbins (1996) stated that leadership is the ability to influence a group towards achieving goals. Yukl (2009) states that leadership is a process of influencing other people who are members of a particular forum to achieve predetermined goals, understand and agree with what needs to be done and how the task is carried out effectively, to coordinate or provide direction to individuals or groups in advance, Thoha (2004).

Leadership Style

Leadership style is a consistent pattern of behavior that we demonstrate and that is known to others when trying to influence the activities of others. The following are several leadership styles according to several experts, including the following:

Pasolong (2008) states that leadership style is a method used by a leader to influence, direct, encourage and control his subordinates in order to achieve organizational goals effectively and efficiently. Stoner in Pasolong (2008) divides two leadership styles, namely

- 1) Task-oriented style with close supervision of employees to ensure tasks are carried out satisfactorily. Implementation of duties places greater emphasis on employee growth and personal satisfaction.
- 2) An employee-oriented style places more emphasis on motivating rather than controlling subordinates.

Siagian (2003) stated that a person's leadership style is not fixed. This means that someone who occupies a leadership position has the capacity to read the situation he is facing correctly and adjust his leadership style to suit the demands of the situation he is facing, even

though the adjustment is temporary. There are 5 types of leadership according to Siagian (2003), namely: autocratic type, paternalistic type, charismatic type, Laissez faire type, and democratic type.

Pasolong (2008) in his book entitled *Bureaucratic Leadership* describes the many leadership styles that have been developed various experts, including the following:

1) Keating Leadership Style

Keating divides two leadership styles, namely task oriented and human relationship oriented.

2) Robert House's Leadership Style

House stated that there are four leadership styles of a leader, namely: directive leadership, participative leadership, supportive leadership, achievement oriented leadership.

3) Blake & Mouton Leadership Style

According to Blake & Mouton, there are four leadership styles which are grouped as extreme styles, while the other is only one style which is said to be in the middle of these extreme styles. Blake & Mouton calls this style the Managerial Grid Style. Leadership styles in the managerial grid include: (1) Grid 1.1, where managers make very little effort to think about the people they work with and the production produced by their organization. (2) Grid 9.9, namely managers have a high sense of responsibility for both production and the people who work with them. (3) Grid 1.9, namely managers have a high sense of responsibility to always think about the people who work in the organization, but their thinking about production is low. (3) Grid 9.1, namely managers who are able to carry out their duties autocratically. (4) Grid 5.5, namely managers have medium thinking both on production and people. He tried to try to create and foster morals

the people who work in the organization he leads and the production is at an adequate level, not too conspicuous.

4) Lippit & White Leadership Style

Lippit and White discuss the relationship between different leader behaviors, namely authoritarian, democratic and laissez faire

Leadership Indicators:

- a. Set a work schedule
- b. Setting work standards
- c. Friendly
- d. Caring about the desires of subordinates
- e. Provide challenges in achieving goals

- f. Set high performance standards
- g. Involve subordinates in making decisions
- h. Ask subordinates for advice in making decisions

Performance allowance

Every organization needs various resources to achieve its goals, one of which is human resources. Employees who have discipline and loyalty are really needed by organizations to achieve their goals. The desire to fulfill needs is one of the incentives for someone to carry out their work well. As a reward for rewarding employees who have high integrity, performance allowances are given.

The English dictionary states that remuneration means giving wages or salaries or providing large and profitable results. Performance allowances are always linked to productivity and increased employee performance. Thus, performance allowances can be said to be performance allowances.

Compensation is all forms of income, both financial and tangible services and benefits received by employees as part of their relationship with work (Milkovich and Newman, 2002). Compensation according to Byars & Rue (2000) is all extrinsic rewards received by employees; Compensation consists of basic salary and incentives. Incentives are rewards received in addition to the basic salary and are directly related to performance. Meanwhile, Dessler (2000) defines incentives as all financial rewards that depend on employee performance. Bateman & Snell (2004) suggest that an effectively designed incentive compensation system can encourage employees to improve their performance. Furthermore, Byars & Rue (2000) stated that in order for incentive compensation to encourage increased performance, organizations must provide clear information to employees about the incentive system, the design of the incentive system must be fair and employees understand the relationship between performance and incentives. Providing a basic salary can only make employees feel safe but is unable to provide motivation (Dessler, 2005).

a. Types of Compensation

According to Triton (2010) the compensation given can be divided into two types, namely:

- 1) Financial compensation. Financial compensation is compensation received by employees in the form of money or monetary value. Included in the types of financial compensation are salaries or wages, bonuses, premiums, medical treatment, insurance and so on paid by the organization or company.

2) Non-financial compensation. Non-financial compensation is provided by organizations or companies primarily with the aim of retaining employees in the long term, including non-financial compensation is the provision of service programs for employees that strive to create pleasant working conditions and environments, such as tourism programs, provision of canteen or cafeteria facilities, provision of rest areas in the workplace, provision of sports fields and so on. Of the two types of compensation explained above, performance allowances are included in financial compensation because they are given in the form of money.

b. Types of Incentives

Types of incentives according to Anthony and Govindarajan (2007):

1) Financial rewards

a) Salary increase

b) Bonuses

c) Allowance

d) Extra income

2) Psychological and social rewards

a) Promotion

b) Expansion of responsibilities

c) Expansion of autonomy

d) Placement in strategic geographical locations

e) Confession

c. Purpose of Providing Performance Allowances

The purpose of providing compensation according to Hasibuan (2002) in Triton (2010) is as a bond, cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline and influence from labor unions and the government.

Hasibuan (2002) details the objectives of compensation as follows:

1) As a cooperation bond, on the one hand, employees have an obligation to carry out well all the tasks assigned to them by the agency, on the other hand, the agency has the obligation to pay compensation in accordance with the tasks assigned.

2) Providing job satisfaction, it is hoped that employees can fulfill their physiological, social and other needs. So that employees get job satisfaction which ultimately can improve employee performance.

3) Effective recruitment, if the compensation policy to be implemented is deemed sufficient

Performance allowance indicators:

- a. Awards are adjusted to rank
- b. The award is adjusted to the awards/work achievements that have been carried out
- c. Payment is given every month

RESEARCH METHOD(S)

This research uses a quantitative approach, namely research that is used to examine certain populations and samples and uses data collection with research instruments that aim to test predetermined hypotheses.

Population refers to the entire group, people, events, or things of interest that the researcher wants to investigate (Sekaran, 2003). In this study, the population was all employees of the Central Java Regional Police Headquarters Service totaling 116 people.

The respondents used as samples used the formula proposed by Slovin; $n = \frac{N}{\sqrt{N(d^2)+1}}$

$$N(d^2)+1$$

With an accuracy level (d) of 5%, a total of 90 employees were processed.

The data collection method used is as follows:

1. Observation

Observation is a data collection technique by observing and recording everything related to the research problem.

2. Questionnaire

A questionnaire is a data collection technique using a number of written questions which are used to obtain information from respondents in the sense of reports about their personality or things they know. To analyze data collected through questionnaires or questionnaires, assessment scores are used.

The statements in the questionnaire are measured using a scale of 1-5 to obtain interval data and are given a score or value as follows:

1 _____ 2 _____ 3 _____ 4 _____ 5

(Strongly Disagree) (Disagree) (Somewhat Agree) (Agree) (Strongly Agree)

FINDINGS AND DUSCUSSION

Leadership has a positive and significant effect on performance. Improved leadership will improve employee performance at the Central Java Regional Police Headquarters Service. Leadership is the variable that most dominantly influences employee performance, this is because the police organization is very subject to the orders and directions of the leadership.

The most dominant statement in leadership is that work results always receive rewards from superiors and continue employees are always invited to discuss decisions. This is in accordance with the opinion of Novalia (2011) who states that leadership influences employee performance. The higher the level of leadership will increase employee performance.

Performance allowances have a positive and significant effect on the performance of Central Java Regional Police Headquarters Service employees. Increasing performance allowances can improve employee performance. Performance allowance is a reward given to all employees. These performance allowances are given according to class and rank. This is in accordance with the opinion of Mangunsong (2012) who states that performance allowances have a positive effect on employee performance. The higher the performance allowance provided, the greater the employee's performance.

Leadership, performance allowances, and have a positive influence on performance together. This shows that if leadership, performance allowances and increases together will have a very good impact on employee performance. Increased leadership, performance allowances together will cause performance to increase significantly. Performance improvement can be done by improving leadership, performance allowances according to class and increasing rewards and punishment to increase employee motivation.

CONCLUSION AND RECOMMENDATION

Based on the results of the research, data analysis and hypothesis testing that have been carried out, the following conclusions can be drawn:

1. There is a positive and significant influence of leadership on the performance of employees in the Central Java Regional Police Headquarters Service.
2. There is a positive and significant influence of work performance allowances on the performance of employees in the Central Java Regional Police Headquarters Service
3. Leadership, performance allowances, together influence the performance of employees in the Central Java Regional Police Headquarters Service

Based on the results of this research, the following can be suggested:

1. Leadership is the strongest variable in influencing employee performance at the Central Java Regional Police Headquarters Service. This is because this variable has the largest beta value.
2. To improve employee performance through variable performance allowances, it is recommended that performance allowances be adjusted to the employee's achievements.

Research Limitations

Population research only applies to the Central Java Regional Police Headquarters Services sector

1. The organization can be expanded with other companies.
2. Several factors can influence employee performance, for example: training, compensation, education, incentives, awards, increased welfare, increased work ability, job descriptions and so on, but researchers only focus on leadership, performance allowances and performance. This research is far from perfect because there are still many factors that are thought to influence employee performance so there is a need for further research on employee performance by taking other variables such as job satisfaction, organizational culture and control.

Future research agenda

1. The same model will be tried on a larger sample, both in government and private agencies.
2. Replace this variable with another variable that will have a greater impact on performance.

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