The Effect of Motivation, Work Environment and Leadership Style on Work Achievement Through Performance Traffic Directorat for Indonesian National Police in Riau Island

Riky Iswoyo[1], Indrayani[2], Muammar Khadafi[3],
[123] Universitas Batam, Batam, Riau Island, Indonesia

ABSTRACT

The purpose of this study is to analyze and determine the effect of motivation, work environment and leadership style on work achievement either directly or through performance. The data analysis technique used the Smart-PLS Version 3 statistical tool. By using the sampling technique with the census method, a sample of 120 people was obtained. The results showed that motivation, work environment and leadership style had no significant effect on performance. While the results of the study showed that motivation, work environment and leadership style had a significant effect on work performance and performance had no significant effect on work achievement. Indirect effect is obtained that motivation, work environment and leadership style indirectly do not significantly affect work achievement through performance.

Keyword: *Motivation, Work Environment, Leadership Style, Work Achievement, Performance*

1. Introduction

The Police have an important role in the order of the State, where the role of the Police is to assist the State in enforcing the existing regulations in the Act. One of the rules enforced by the police is traffic rules, considering that the mobilization of the community by vehicles is getting faster, the greater the conflict that occurs in the world of traffic. This also applies to the Riau Islands Regional Police, which is under the auspices of the Riau Islands Police Traffic Directorate. The Directorate of Traffic of the Riau Islands Police or the Ditlantas of the Riau Islands Police carries out the duties of the National Police at the regional level in the Riau Islands region.

The achievement of the Traffic Directorate of the Riau Islands Police is shown by the number of reductions in traffic accidents in the Riau Islands region. Not only from the number of traffic accidents that occurred, the number of victims who experienced traffic accidents also decreased, both deaths, serious injuries and minor injuries. The amount of material losses due to traffic accidents also decreased by Rp. 211.3000.002.00. This is an achievement achieved by the Traffic Directorate of the Riau Islands Police through good coordination by each section in its working area.

The achievements of the Traffic Directorate of the Riau Islands Police are produced by the increased performance of the Traffic Directorate of the Riau Islands Police itself. This achievement is inseparable from the performance of Ditlantas members who have positive motivation both from within and from their environment, as well as leaders who are responsible to their subordinates.

The purpose of the police is also to improve performance, in improving performance it is still necessary to apply strict discipline, a good leadership style and the provision of compensation such as adequate remuneration. This is done to avoid various forms of fraud that can occur in the police agency environment caused either by the lack or undiscipline of the police apparatus, the lack of wisdom of the leadership and due to the low form of compensation given, all of which have an impact on the low performance of the police. One of the factors that influence the success rate of a police agency is the performance of the police officers themselves. Police performance is an action taken by members of the police in carrying out their work as the people's mandate by developing the tasks assigned by the agency. Thus, the performance of Polri members is very important in an effort to achieve the goals that have been set in accordance with the vision and mission of the police. Polri uses

performance as a strategic instrument to measure the ability of its members to carry out their duties in accordance with the laws that regulate them.

Work motivation is given to encourage the performance of police officers so that they can work optimally and be disciplined in carrying out the tasks assigned by their superiors. The work motivation given is in the form of attention, direction, and inspiration that can build the morale of police officers to be more active at work, so that the expected goals can be achieved. However, having performance motivation alone is not enough, without being supported by discipline and an effective leadership style.

If the individual in the agency, namely its human resources, can run effectively, the agency will continue to run effectively, in other words, the provisions for the continuity of a police agency are determined by the performance of its members. The importance of growing motivation for members in the work environment will have a positive impact on the performance of both personnel and the organization. Motivation will help employees in increasing their passion for work so that it will eventually form a good employee character.

By providing the right motivation, employees will be encouraged to do their best in carrying out their duties. They believe that with the success of the organization in achieving its goals and various objectives, their personal interests will also be maintained. Motivation is one of the factors that encourage someone to do certain activities, every activity carried out by someone must have a factor that encourages activity. In the world of police, motivation is often the dominant variable compared to others due to job demands that require police officers to work in accordance with applicable rules without any objections.

In addition to motivation, the work environment is also one of the factors that improve employee performance. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotions of employees. If the employee likes the work environment in which he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistically the employee's work performance is also high. The work environment includes working relationships formed between fellow employees and working relationships formed between fellow employees, working relationships between subordinates and superiors as well as the physical environment where employees work.

The Traffic Directorate of the Riau Islands Police has an important role in its task of providing services to the public in the field of traffic. It must have a harmonious and comfortable work environment for the members of the Riau Islands Police Traffic Directorate to work. Improvements in the field of traffic administration, public awareness of good traffic, physical workplace and support from colleagues and leaders can improve the performance of members of the Traffic Directorate of the Riau Islands Police so that in the end it will improve the work performance of members.

In addition, one of the important roles that becomes a benchmark for performance and work performance of an agency is the leadership style carried out by the leader. Leaders are responsible for maintaining and increasing the motivation of their members. The goal is, so that employees can consciously and happily want to do their jobs so that they can achieve the expected work performance. Good acceptance of the leadership in the workplace will affect the level of trust of members. Organization members who believe in their leaders, will be motivated to do their best both in performance and in organizational activities.

Leaders are not only required to be able to motivate to improve discipline but also have to maintain good relations with members of the police because with this good relationship, members of the police do not feel ordered like workers and employers, but are more of a partnership relationship or often referred to as a working relationship. With the leadership relationship between superiors and subordinates, it will function to improve work discipline and can achieve the expected goals, besides the assertiveness of a leader also has a big influence on the performance of police members. Police officers will be reluctant to violate institutional rules if the leader is able to be firm with all members of the police force. The police are essentially an institution and a government function that is engaged in maintaining security and public order. As an institution or organization, the Police have the duty and authority to maintain public security and order, enforce the law and provide protection, shelter and service to the community.

2. Literature Review

a. Motivation

The definition of motivation is to question how to encourage the work passion of subordinates, so that they are willing to work hard by giving all the abilities and skills to realize the company's goals [1]. The indicators of intrinsic motivation according [2], are as follows:

1) *Recognition*

2) *The work it self*

3) *Responsibility*

4) *Advancement*

5) *Supervision*

6) *Salary*

7) *Working Condition*

8) *Company policy and administration*

b. Work Environment

The work environment is an environment that refers to institutions or forces that are outside the organization that have the potential to affect organizational performance [3]. The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. A pleasant work environment will produce a positive relationship for performance and achievement of company goals. The work environment indicators are as follows [4]:

1) Lighting in the workspace

2) Air circulation in the workspace

3) Noise

4) Use of color

5) Air humidity

6) Facilities

c. Leadership Style

Leadership is a process to understand what people do together, so that they understand and want to do it [6]. Leadership is a gradual increase in influence over mechanical compliance with the routine directions of the organization [7]. The indicators of leadership style in this study are as follows [8]:

1) Personality

2) Expectations and behavior of superiors

3) Characteristics

4) Task requirements

5) Organizational climate and policies

6) Expectations and behavior of colleagues

d. Work Achievement

work performance as a person's level of proficiency in tasks that include his work, understanding of the weight of an individual's ability to fulfill the provisions in the job [9]. The indicators of work performance are as follows [10]:

1) Quality of work

   2)   Resilience

   3)   Attitude

e. Work Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [11]. A person's performance is influenced by the level of employee education, initiative, work experience and motivation. The results of one's work will provide feedback for the person himself to always be active in doing good cooperation. Performance appraisals for members of the police follow the police performance appraisal standard called the Performance Management System (SMK) as stipulated in Perpol No. 2 of 2018, as follows:

   1)   Specific Factor

       a)   Employment contract

       b)   Additional Tasks

   2)   Generic Factor

       a)   Member Work Behavior

       b)   Award

       c)   Punishment

3. Conceptual Framework and Hypotheses

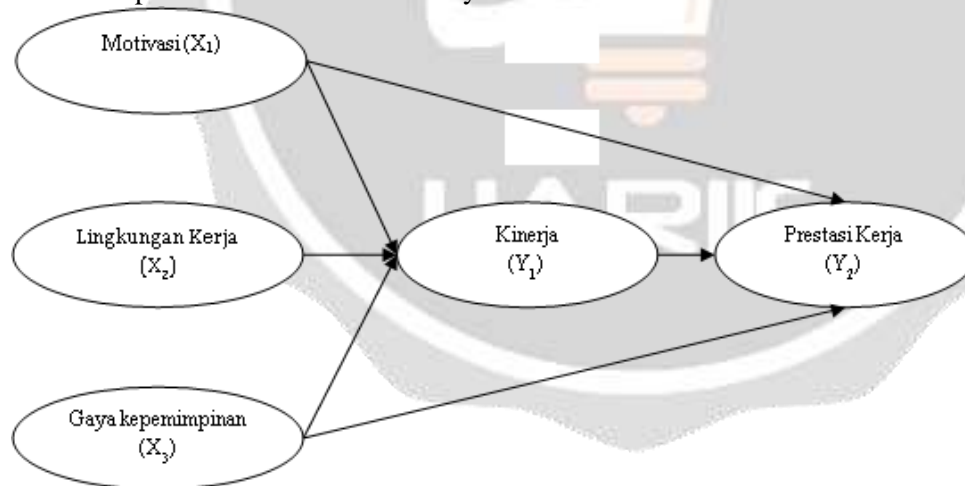The conceptual framework in this study is described as follows:

Fig -1: Conceptual Framework

Based on the conceptual framework described above, the research hypothesis is presented as follows:

1. Motivation affects the performance.
2. The work environment affects the performance.
3. Leadership style affects the performance.
4. Motivation affects the work achievement.
5. The work environment affects the work achievement.

6. Leadership style affects the work achievement.

7. Performance affects work achievement

8. Motivation affects work achievement through the performance

9. Work environment affects work achievement through the performance

10. Leadership style affects work achievement through the performance

4. Research Methodology

The research approach uses correlational research methods with a cross sectional research approach. The population in this study is 120 Traffic Directorat for Indonesian National Police in Riau Island by using a saturated sampling technique where the entire population is sampled as many as 120 sample. The data analysis technique used to test the hypothesis in this study is descriptive analysis and PLS (Partial Least Square) analysis.

5. Result

a. *Outer Model*

The data analysis technique used to test the hypothesis in this study is descriptive analysis and PLS (Partial Least Square) analysis
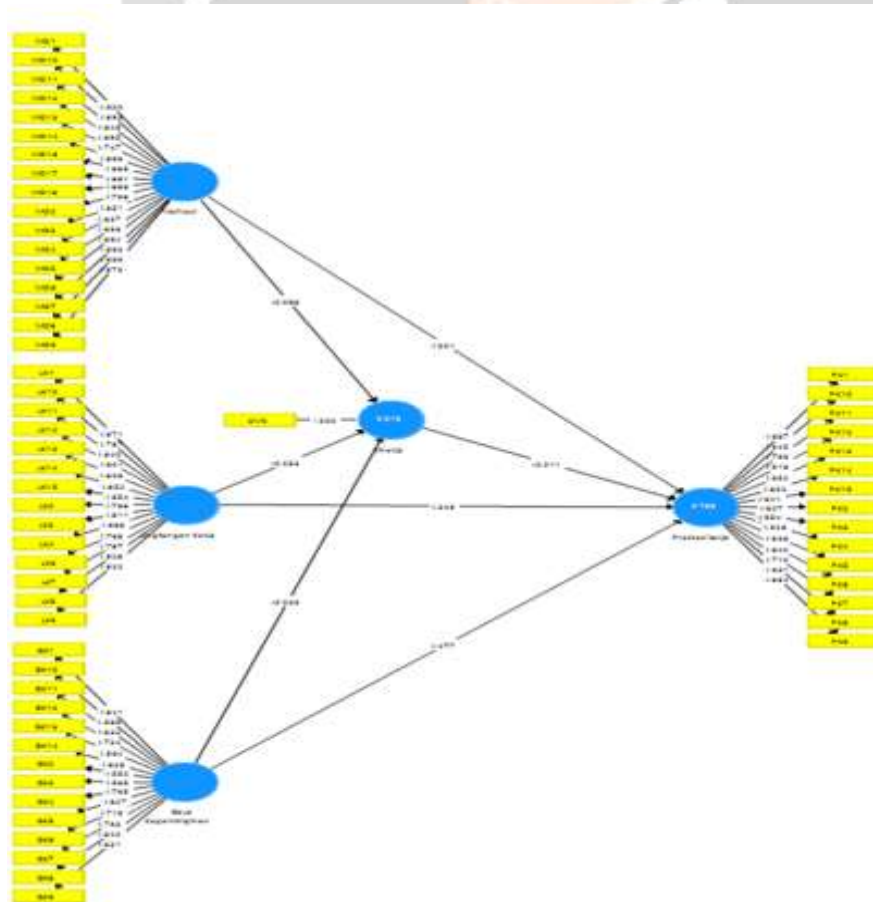

Fig -2: Loading Factor

Figure 2 shows that there are indicators that have not reached the load factor of 0.5. Further assessment of factor loading.

Tab-1: *Loading Factor*

Variable	Que	Loading Factor	Cut of Value	Conclusion
Motivation	MO1	0,900	0.500	Valid
	MO2	0,798	0.500	Valid
	MO3	0,851	0.500	Valid
	MO4	0,837	0.500	Valid
	MO5	0,896	0.500	Valid
	MO6	0,864	0.500	Valid
	MO7	0,863	0.500	Valid
	MO8	0,869	0.500	Valid
	MO9	0,873	0.500	Valid
	MO10	0,893	0.500	Valid
	MO11	0,846	0.500	Valid
	MO12	0,895	0.500	Valid
	MO13	0,747	0.500	Valid
	MO14	0,699	0.500	Valid
	MO16	0,885	0.500	Valid
	MO17	0,881	0.500	Valid
	MO18	0,886	0.500	Valid
Work Environment	LK1	0,671	0.500	Valid
	LK2	0,798	0.500	Valid
	LK3	0,811	0.500	Valid
	LK4	0,688	0.500	Valid
	LK6	0,768	0.500	Valid
	LK7	0,787	0.500	Valid
	LK8	0,628	0.500	Valid
	LK9	0,822	0.500	Valid
	LK10	0,787	0.500	Valid
	LK11	0,840	0.500	Valid
	LK12	0,901	0.500	Valid
	LK13	0,806	0.500	Valid
	LK14	0,852	0.500	Valid
	LK15	0,654	0.500	Valid
Leadership Style	GK1	0,841	0.500	Valid
	GK2	0,552	0.500	Valid
	GK3	0,585	0.500	Valid
	GK4	0,795	0.500	Valid
	GK5	0,827	0.500	Valid
	GK6	0,715	0.500	Valid
	GK7	0,793	0.500	Valid
	GK8	0,840	0.500	Valid
	GK9	0,831	0.500	Valid
	GK10	0,569	0.500	Valid
	GK11	0,832	0.500	Valid
	GK12	0,724	0.500	Valid
	GK13	0,564	0.500	Valid
	GK14	0,628	0.500	Valid
Performance	SMK	1.000	0.500	Valid
Work	PK1	0,049	0.500	Valid

Achievement	PK2	0,079	0.500	Valid
	PK3	0,088	0.500	Valid
	PK4	0,084	0.500	Valid
	PK5	0,066	0.500	Valid
	PK6	0,074	0.500	Valid
	PK7	0,056	0.500	Valid
	PK8	0,085	0.500	Valid
	PK9	0,089	0.500	Valid
	PK10	0,072	0.500	Valid
	PK11	0,077	0.500	Valid
	PK12	0,089	0.500	Valid
	PK13	0,086	0.500	Valid
	PK14	0,071	0.500	Valid
	PK15	0,087	0.500	Valid

Each of indicator of the research variables has a value of outer loading > 0.5. The outer loading value between 0.5 - 0.6 is considered sufficient to meet the convergent validity requirements. The data shows the indicators are declared feasible or valid for research use and can be used for further analysis. Internal consistency reliability assessment was carried out on each construct. The composite reliability value of each construct is expected to be at least 0.7. However, in exploratory research, the composite reliability value 0.6 is acceptable.

Tab-2: *Composite Reliability*

	Composite Reliability
Gaya Kepemimpinan	0,940
Kinerja	1,000
Lingkungan Kerja	0,955
Motivasi	0,979
Prestasi kerja	0,977

The category is quite good, each construct has met the criteria for assessing the reliability of the outer model with a composite reliability value > 0.7. Thus the analysis of the outer model is continued to the outer model validity stage. The validity of the outer model is carried out using convergent validity and discriminant validity. Convergent validity assessment is carried out by looking at the average variance extracted (AVE) value in each construct. The AVE value for each good construct is at least > 0.5.

Tab-3: *Average Variance Extracted (AVE)*

	Average Variance Extracted (AVE)
Gaya Kepemimpinan	0,533
Kinerja	1,000
Lingkungan Kerja	0,603
Motivasi	0,729
Prestasi kerja	0,740

The AVE value of each construct in the final model has reached a value > 0.5. Thus, the proposed structural equation model has met the convergent validity criteria

b. *Inner Model*

The results of the R-Square (R^2) value on the variables based on the measurement results are shown as follows:

Tab-4: *R Square*

	R Square	R Square Adjusted
Kinerja	0,015	-0,010
Prestasi kerja	0,789	0,782

The value of R Square for the performance variable of the Riau Islands Ditlantas members is 0.015, this means that the percentage of the influence of work motivation, work environment and leadership style on the performance of Ditlantas Riau Islands members is 1.5% which means it is included in the very low category, while the remaining 98.5% is explained by other variables not examined in this study and the R Square value for the work performance variable is 0.789, this means that the percentage of the influence of work motivation, work environment, leadership style and performance of Ditlantas Riau Islands members on work performance is 78.9% which means included in the high category, while the remaining 21.1% can be explained by other variables not examined in this study.

c.   Direct Effect

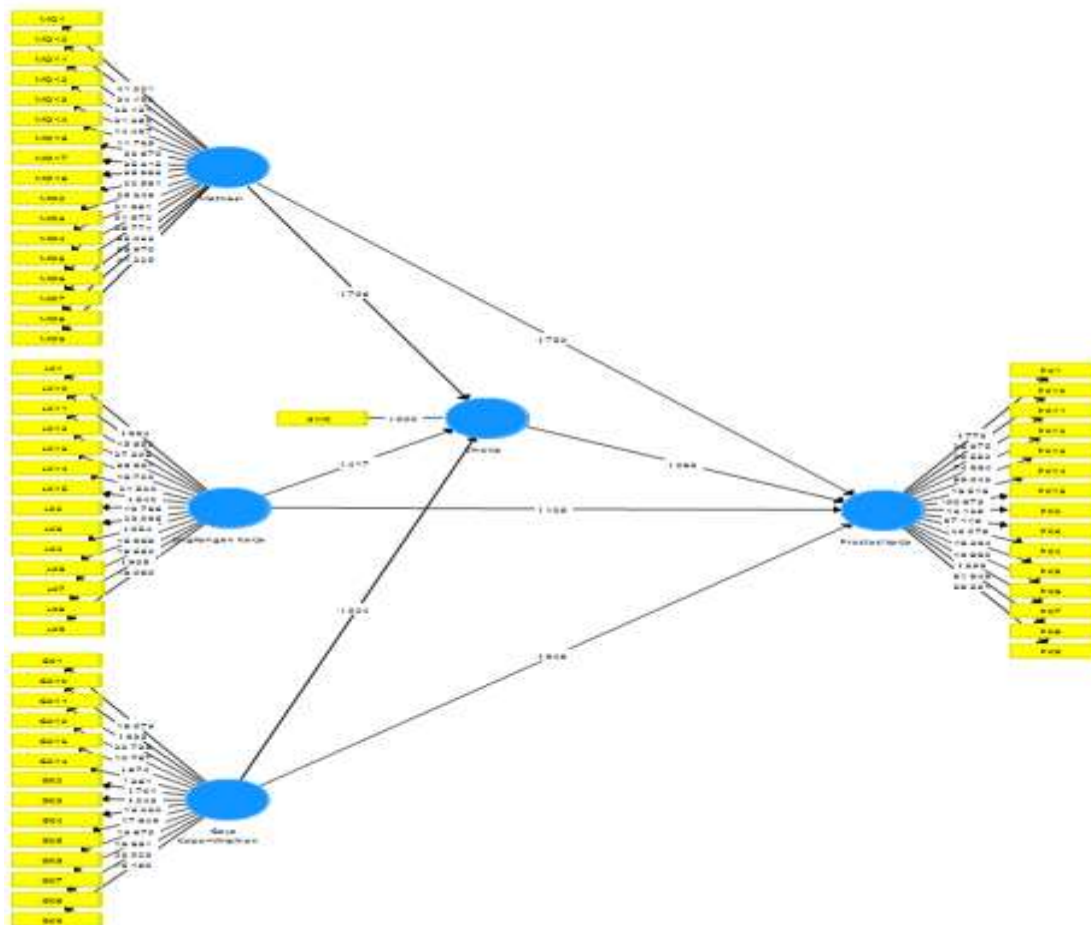The results of the direct influence test of each variable are as follows:

Fig -2: Path Coefficient

Tab-5: *Path Coefficients*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Motivasi → Kinerja	-0,068	-0,071	0,096	0,706	0,481
Lingkungan Kerja → Kinerja	-0,053	-0,049	0,128	0,417	0,677
Gaya Kepemimpinan → Kinerja	-0,039	-0,040	0,121	0,324	0,746
Motivasi → Prestasi kerja	0,301	0,300	0,045	6,750	0,000
Lingkungan Kerja → Prestasi kerja	0,349	0,350	0,068	5,106	0,000
Gaya Kepemimpinan → Prestasi kerja	0,477	0,473	0,069	6,948	0,000
Kinerja → Prestasi kerja	0,011	0,009	0,041	0,263	0,792

The results of the path analysis are as follows:

1) It is known that the coefficient value of work motivation is -0.068, therefore work motivation does not have a positive effect on performance and the significant value of p-value 0.746> 0.05 is not significant. So it can be concluded that work motivation has no positive and significant effect on performance.

2) It is known that the coefficient value of the work environment is -0.053, therefore the work environment does not have a positive effect on the performance of the Ditlantas Kepri members and the significant value of p-value 0.677> 0.05 is not significant. So it can be concluded that the work environment does not have a positive and significant effect on the performance.

3) It is known that the coefficient value of leadership style is -0.039, therefore leadership style does not have a positive effect on the performance of members of the Riau Islands Ditlantas and a significant value of p-value 0.270 > 0.05 is not significant, it can be concluded that leadership style has no positive and significant effect on performance.

4) It is known that the coefficient of work motivation is 0.301, therefore work motivation has a positive effect on work performance and a significant value of p-value 0.000 <0.05 is significant, so it can be concluded that work motivation has a positive and significant effect on work performance.

5) It is known that the coefficient value of the work environment is 0.349, therefore the work environment has a positive effect on work performance and the significant value of p values 0.000 <0.05 is significant. So it can be concluded that the work environment has a positive and significant effect on work performance.

6) It is known that the coefficient value of the leadership style is 0.477, therefore the leadership style has a positive effect on work performance and the significant value of p values 0.000 <0.05 is significant. So it can be concluded that leadership style has a positive and significant effect on work performance.

7) It is known that the coefficient value of performance is 0.011, because performance has a positive effect on work performance and a significant value of p-values of 0.792 > 0.05 is not significant, so it can be concluded that the performance has a positive and insignificant effect on work performance.

8)

d. *Indirect Effect*

The indirect effect test is also carried out using the T-statistics test (t-test), namely:

Tab-6: *Indirect effect*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Gaya Kepemimpinan →Kinerja → Prestasi kerja	0,000	0,000	0,005	0,081	0,935
Lingkungan Kerja → Kinerja→ Prestasi kerja	0,001	0,000	0,006	0,101	0,919
Motivasi → Kinerja → Prestasi kerja	0,001	0,001	0,005	0,145	0,885

The results of the indirect influence test of the analyzed latent variables can be seen as follows:

a. The indirect effect of work motivation on work performance through performance is 0.081, with a p-value of 0.935> 0.05, then work motivation indirectly does not significantly affect work performance through performance. In other words, performance does not significantly mediate the relationship between work motivation and work performance.

b. The indirect effect of the work environment on work performance through performance is 0.081, with a p-value of 0.935> 0.05, so the work environment does not indirectly significantly affect work performance through performance. In other words, performance does not significantly mediate the relationship between work environment and work performance.

c. The indirect effect of leadership style on work performance through performance is 0.081, with a p-value of 0.935> 0.05, so leadership style does not directly affect work performance through performance. In other words, performance does not significantly mediate the relationship between leadership style and work performance.

6. References

[1] Hasibuan, M. S. (2017). *Manajemen Sumber Daya Manusia.* Jakarta: Bumi Aksara.

[2] Notoatmodjo. (2014). *Ilmu Perilaku Kesehatan.* Jakarta: Rineka Cipta.

[3] Robbins , S. P., & Judge, T. A. (2016). *Organizational Behavior Edition 15.* New Jersey: Pearson Education

[4] Robbins, S., & Coulter, M. (2017). *Manajemen.* Jakarta: Erlangga.

[5] Moeheriono. (2016). *Pengukuran Prestasi kerja Berbasis Kompetensi Edisi Revisi.* Jakarta: Raja Grafindo Persada.

[6] Mangkunegara, A. A. (2017). *Manajemen Sumber Daya Manusia Perusahaan.* Bandung: Remaja Rosdakarya.

[7] Siagian, S. P. (2015). *Manajemen Sumber Daya Manusia.* Jakarta: Bumi Aksara.

[8] Simamora, H. (2019). *Manajemen Sumber Daya Manusia.* Yogyakarta: STIE YKPN

[9] Sedarmayanti. (2018). *Manajemen Sumber Daya Manusia Reformasi Birokrasi Dan Manajemen Pegawai Negeri Sipil.* Bandung: Refika Aditama.

[10] Mangkunegara, A. A. (2017). *Manajemen Sumber Daya Manusia Perusahaan.* Bandung: Remaja Rosdakarya.