THE INFLUENCE OF LEADERSHIP, MOTIVATION AND INCENTIVES ON THE PERFORMANCE OF PERSONNEL OF THE OPERATIONS SECTION OF POLDA KEPRI

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Abstract
This study supposed to analyze the influence of leadership, motivation and intensive on the performance of the Polda Kepri operations section personnel. the research method uses a causal model survey method using a census sampling technique, the entire population is sampled, totaling 72 people. research instruments used interviews and questionnaires. then the research results are obtained as follows: leadership has a significant effect on the performance of the kepri police operations bureau personnel with a t-count value for the leadership variable of 10.325 greater than the t-table of 1.662 and a significance value of 0.000 less than 0.05. motivation has a significant effect on the performance of personnel of the kepri regional police operations bureau with a t-count value for the motivation variable of 3.242 greater than the t-table 1.662 and a significance value of 0.000 less than 0.05. incentives have no significant effect on the performance of the kepri regional police operations bureau personnel with an incentive t-count value of 1.555 smaller than the t-table 1.662 and a significance value of 0.124 greater than 0.05. leadership, motivation and incentives together have a significant effect on the performance of the kepri regional police operations bureau personnel with an f-count value of 423.016 greater than the f-table of 2.48 and a significance level of 0.000 less than 0.05.

Keywords: Leadership, Motivation, Intensive, Performance

1. Introduction

Human resources are one of the important components in an agency that runs agency operations. Human resources must be managed properly so that the work carried out produces the output as planned, because human resources are the key to achieving goals and success (Chepkemoi, 2018). Achieving the goals of the organization requires good performance, the process of carrying out work according to the standards set by the organization and then it becomes a benchmark for those who have good performance (Lesmana & Damanik, 2022).

Many supporting factors cause personnel performance to be poor, one of which is how the attitude of the leadership in the agency. The leadership of a leader must be able to establish a good personal relationship between the led and the leader, so that there is mutual respect, mutual trust, mutual assistance and a sense of unity (Setiawan et al., 2022). A leader must be able to think systematically and orderly, have experience and knowledge and be able to plan what will be done (Tianingrum, 2021). The relationship between leadership and performance is highly dependent on the quality of leadership contained in the organization concerned (Qomariah et al., 2022).

Personnel motivation with a mindset of doing work because it is instructed by superiors and willing to do work if it is continuously monitored or monitored by the leadership while working due to self-awareness or on their own initiative is also still a factor that affects the implementation of daily tasks. Success in influencing work principles depends on how a motivator implements the motivation itself (Van Thang & Nghi, 2022).Increasing work motivation for a person is a management task and obligation (Arpiani & Mulyana, 2022).

Incentives as a stimulus from the organization for all members of the organization to want to work seriously so that organizational goals can be achieved (Lee et al., 2020). The distribution of incentives is very low and sometimes not in accordance with the workload and loyalty of the energy and time given can affect one's performance (Safitri et al., 2022). Providing incentives is one of the main things that must be considered by the organization. The enthusiasm of personnel can also be caused by the size of the incentives received.

Personnel is one of the factors determining the success of the objectives of the Republic of Indonesia Police Institution, especially in the Operations Section of the Polda Kepri because personnel are directly related to services. The Operations section of the Riau Police will always try to improve the performance of personnel in the hope that what is the goal will be achieved. Various ways will be taken by the Polda Kepri Operations Section in improving personnel performance.

Based on the results of observations at the Kepri Regional Police Operations Section, there are personnel who feel that their leaders have not been able to mingle with their personnel, an attitude that is too monotonous so that it makes the personnel also become rigid. Policies implemented by leaders are sometimes only based on their own wishes without any absorption of aspirations from their subordinates. High personnel work motivation can result in personnel being active and aggressive in improving their performance achievement. The incentives available at the Kepri Regional Police Operations section according to personnel are inadequate at this time, because personnel feel that the distribution of incentives is very low and sometimes not in accordance with the workload and loyalty of energy and time given to the institution.

The research gap (gap research) can be seen from the results of previous research. Research (Rudi et al., 2022) that leadership, motivation, incentives affect performance, while research (Tianingrum, 2021) that leadership, motivation, incentives have no effect on performance. Therefore, researchers are interested in conducting research with the title The Effect of Leadership, Motivation and Incentives on the Performance of the Polda Kepri Operations Section Personnel.

2. Theoretical Background
Leadership
Leadership is the process of directing, influencing, and supervising others to perform tasks in accordance with planned orders (Qomariah et al., 2022). Whether or not organizational goals are achieved depends, among other things, on the leadership exercised by the leader. Leadership is a process of a person's activities to move others by leading, guiding and influencing others, to do something so that the desired results are achieved (Setiawan et al., 2022). Leadership has indicators, according to (Thoha, 2020) are as follows:

1. Directive leadership. Subordinates know exactly what is expected of them and specific direction by the leader towards their subordinates.

2. Supportive leadership. Leaders who have genuine humanitarian concern for their subordinates.
3. Participative leadership. Leaders try to solicit and use suggestions from their subordinates.
4. Result-oriented leader. Leaders who set goals that challenge their employees to work.

Motivation

Motivation is an effort to encourage a person's work spirit, so that he wants to work by giving optimally his abilities and expertise in order to achieve organizational goals, and a person's behavior is influenced and stimulated by desires, fulfillment of needs and goals and satisfaction (Arpiani & Mulyana, 2022). Motivation is a term used in indicating a need, need and drive (Hidayati & Zulher, 2022) Motivation is a series of values and attitudes to influence a person in achieving a more specific thing (Rivai, 2020). Indicators of motivation according to (Rivai, 2020) are as follows:

1. Work in a sense of security. Companies need to provide a sense of security to their employees, measurable work safety and protection of employees.
2. Competitive salary. The company needs to provide appropriate and fair salary payments to each employee.
3. Comfortable environment. The work area or work environment must be made as comfortable as possible by the company so that employees can be more enthusiastic.
4. Appreciated work achievements. Every employee certainly has the opportunity to get his rights if he achieves an achievement in his work.

Incentive

Incentives are additional rewards given to certain employees whose productivity is above standard productivity (Lee et al., 2020) Incentives are additional rewards given to certain employees whose productivity is above standard productivity (Qomariah et al., 2022). Incentives are rewards in the form of money given to those who can work beyond predetermined standards (Safitri et al., 2022) According to (Safitri et al., 2022) incentive indicators are as follows: (1) Education, (2) Experience, (3) Dependents, (4) Ability.

Performance

Performance is the process of people's behavior in doing work that produces a thought or product in achieving the goals he is working on (Shirisha & Sekar, 2023). Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Lesmana & Damanik, 2022). Employee performance is the result of the quality and quantity of work performed by an employee in carrying out their duties following the responsibilities assigned to them (Rudi et al., 2022). According to (Lesmana & Damanik, 2022) that the indicators of personnel performance are as follows:

1. Amount of work. This dimension shows the amount of work produced by an individual or group as a requirement that becomes a job standard.
2. Quantity of work. Every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job.
3. Timeliness. Each job has different characteristics, for certain types of work must be completed on time, because it has a dependency on other jobs.
4. Attendance. A certain type of work requires the presence of employees in doing it according to the specified time.

5. Ability to cooperate. Not all work can be completed by one employee alone, but more than one employee.

Conceptual Research
The variables observed in this study include leadership, motivation and incentives affecting the performance of the Polda Kepri Operations section personnel, which are then compiled into a conceptual framework.
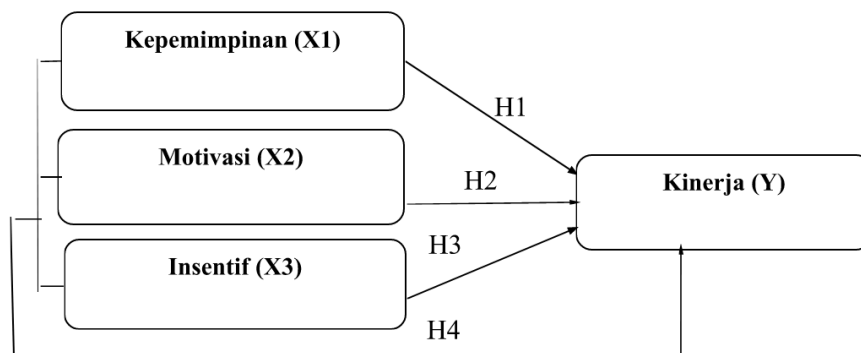
Picture 1. Conceptual research

3. Methods
The type of research in this study is causality research, namely research that is structured to examine the possibility of a causal relationship between variables (sanusi, 2020).this research method uses a causal model survey method which aims to confirm the theoretical model with empirical data. this study seeks to test the hypothesis used where this study will take a sample from a population and use a questionnaire as the main data collector. This reearch was conducted with the Census Technique which is the entire population sampled, where the population in this study were 72 personnel of the Kepri Police Operations Bureau. The instruments used in this research are Observation, Interview, and Questionnaire. And the data analysis techniques carried out by researchers in this study: (1) Validity and Reliability Test, (2) Classical Assumption Test, (3) Hypothesis Test.

4. Results and Discussion
Descriptive analysis is an analysis based on data obtained from respondents and expressed in tabulated data. To obtain data in this test, the authors distributed questionnaires to 72 respondents. The number of questionnaire samples was generated from the formulation of the calculation of the number of samples and the questionnaires were distributed to the Polda Kepri Operations Section personnel. Then the data results are obtained as follows:

Validity Test
Researchers tested the validity of the instrument using the Statistical Pakckage for Social Science (SPSS) version 23 software.

Table 1. Leadership Variable Validity Test Results

No	Statement	R Value	R table	Description
1	X1_1	0.739	0.232	Valid
2	X1_2	0.816	0.232	Valid
3	X1_3	0.641	0.232	Valid
4	X1_4	0.798	0.232	Valid
5	X1_5	0.840	0.232	Valid

6	X1_6	0.771	0.232	Valid
7	X1_7	0.685	0.232	Valid
8	X1_8	0.779	0.232	Valid

Source: Primary data processed, 2023.

Based on table 1, it can be seen that the results of the leadership variable validity test show that the rcount value is greater than the rtable, namely the rcount value> 0.232, so the conclusion is that the leadership-related statements are declared valid.

Table 2. Motivation Variable Validity Test Results

No	Statement	R Value	R table	Description
1	X2_1	0.879	0.232	Valid
2	X2_2	0.750	0.232	Valid
3	X2_3	0.720	0.232	Valid
4	X2_4	0.888	0.232	Valid
5	X2_5	0.776	0.232	Valid
6	X2_6	0.712	0.232	Valid
7	X2_7	0.765	0.232	Valid
8	X2_8	0.750	0.232	Valid

Source: Primary data processed, 2023

Based on table 2, it can be seen that the results of the validity test of the motivation variable show that the rcount value is greater than the rtable, namely the rcount value> 0.232, so the conclusion is that the statement related to motivation is declared valid.

Table 3. Incentive Variable Validity Test Results

No	Statement	R Value	R table	Description
1	X3_1	0.747	0.232	Valid
2	X3_2	0.621	0.232	Valid
3	X3_3	0.699	0.232	Valid
4	X3_4	0.886	0.232	Valid
5	X3_5	0.574	0.232	Valid
6	X3_6	0.937	0.232	Valid
7	X3_7	0.872	0.232	Valid
8	X3_8	0.789	0.232	Valid

Source: Primary data processed, 2023

Based on table 3, it can be seen that the results of the validity test of the incentive variable show that the rcount value is greater than the rtable, namely the rcount value> 0.232, so the conclusion is that the statement related to incentives is declared valid.

Table 4. Performance Variable Validity Test Results

No	Statement	R Value	R table	Description
1	Y_1	0.840	0.232	Valid
2	Y_2	0.872	0.232	Valid
3	Y_3	0.840	0.232	Valid
4	Y_4	0.943	0.232	Valid
5	Y_5	0.636	0.232	Valid
6	Y_6	0.702	0.232	Valid
7	Y_7	0.938	0.232	Valid

8	Y_8	0.909	0.232	Valid
9	Y_9	0.926	0.232	Valid
10	Y_10	0.912	0.232	Valid

Source: Primary data processed, 2023

Based on table 4, it can be seen that the results of the validity test of the personnel performance variable show that the rcount value is greater than the rtable, namely the rcount value> 0.300, so the conclusion is that the performance-related statements are declared valid.

Reliability Test

Reliability test to determine whether the instrument is consistent or not by comparing the Cronbach alpha results greater or less than 0.60.

Table 5. Reliability Test

| No	Variabel	Cronbach Alpha	N of item
1	Leadership	0.934	8
2	Motivation	0.960	8
3	Insentive	0.950	8
5	performance	0.966	10

Source: Primary data processed, 2023

The results of the data processing contained in table 5 obtained the following values:
1. The leadership variable obtained a Cronbach Alpha value of 0.934> 0.60
2. The motivation variable obtained a Cronbach Alpha value of 0.960> 0.60
3. The incentive variable obtained a Cronbach Alpha value of 0.950> 0.60
4. The performance variable obtained a Cronbach Alpha value of 0.966> 0.60.

Based on this value, it can be concluded that there is consistency in the answers of respondents to the statements of leadership, motivation, incentives and performance variables.

Normality Test

In this study, a normality test was carried out to determine whether the data was normally distributed or not.
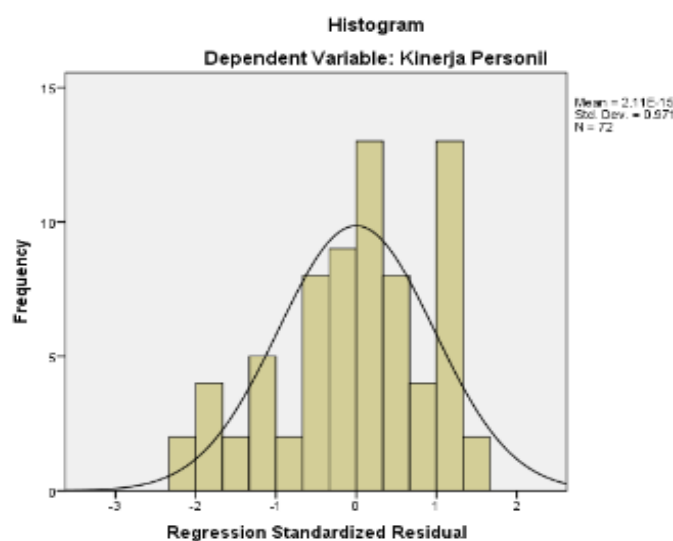
Picture 2. Graph Histogram

In Figure 2, the P-P Plot normality graph shows that the points spread around the diagonal line and the distribution follows the direction of the diagonal line. This graph concludes that the regression capital line fulfills the assumption of normality.

**Multicollinearity Test**

Table 6. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership	.252	3.975
	Motivation	.120	8.326
	Incentivw	.163	6.148

Source: Primary data processed, 2023

Table 6 shows that the VIF value for each independent variable is less than 10. The VIF value of the leadership variable is 3.975, the motivation variable is 8.326, the incentive variable is 6.148. The tolerance value for each independent variable is greater than 0.10, the leadership variable is 0.252, the motivation variable is 0.120, the incentive variable is 0.163. So that in this study it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

In Figure 3, the Partial Regression Plot graph shows that the points on the scatter plot spread and do not form a pattern and the distribution is above and below the number 0, this indicates that the model is normally distributed.
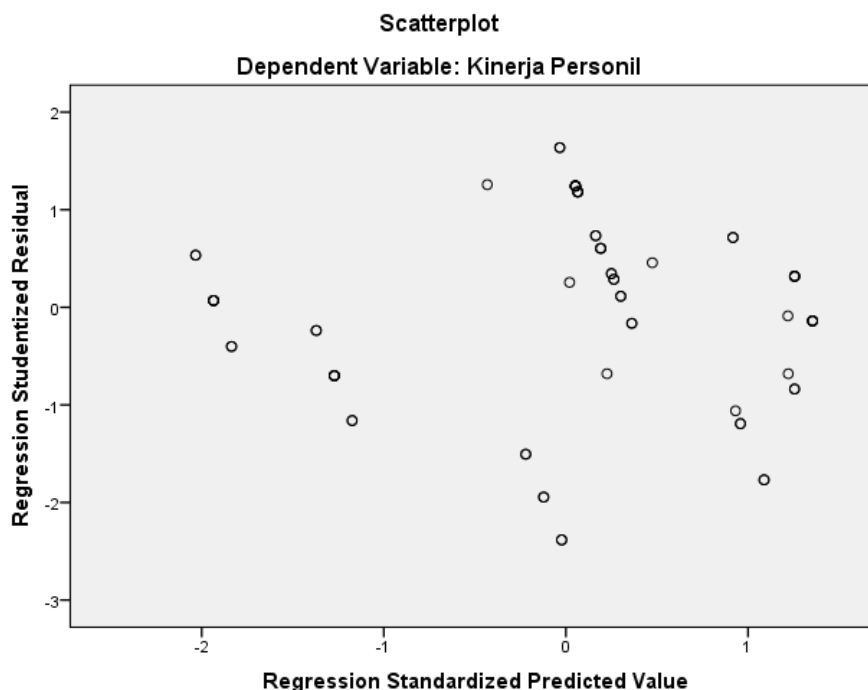
Source: Primary data processed, 2023
Picture 3. Grafik *Partial Regression Plot*

Multiple Regression Analysis

The multiple linear regression equation in this study can be seen in the following table:

Table 7. Multiple Regression Analysis Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	18.060	1.628	
	Leadership	.771	.075	.488
	Motivation	.286	.088	.222
	Insentive	.087	.056	.091

a. Dependent Variable: Performance

Source: Primary data processed, 2023

Based on the results of data processing in the table above, the regression equation can be obtained as follows.

Y = 18.060 + 0.771X1 + 0.286X2 + 0.087X3 + e

This means:

1. This shows that if leadership, motivation and insentive are zero, then personnel performance has a value of 18,060.
2. The leadership variable has a regression coefficient value of 0.771, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the leadership variable will increase personnel performance by 0.771. The leadership coefficient is positive, meaning that there is a positive relationship between leadership and personnel performance, meaning that the more the leadership value increases, the more it can improve personnel performance.
3. The motivation variable has a regression coefficient value of 0.286, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the motivation variable will increase personnel performance by 0.286. The motivation coefficient is positive, meaning that there is a positive relationship between motivation and personnel performance, meaning that the more the value of motivation increases, the more it can improve personnel performance.
4. The incentive variable has a regression coefficient value of 0.087, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the incentive variable will increase personnel performance by 0.087. The incentive coefficient is positive, meaning that there is a positive relationship between incentives and personnel performance, meaning that the more the incentive value increases, the more it can improve personnel performance.

T Test (Partial)

Partial tests are used to determine the effect of independent variables partially affecting the dependent variable. Hypothesis testing is done by comparing the t-count value with the t-table at a significance level of 0.05%. In this study, the t-table value is 1.662, while the decision criteria are as follows:

1. If t-count> t-table, then H0 is rejected or Ha is accepted
2. If t-count < t-table, then H0 is accepted or Ha is rejected.

Data processing carried out using a sample of 72 people has the following results.

Tabel 8. Partial test result

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.060	1.628		11.096	.000
	Leadership	.771	.075	.488	10.325	.000
	Motivation	.286	.088	.222	3.242	.002
	Insentive	.087	.056	.091	1.555	.124

a. Dependent Variable: Performance
Source: Primary data processed, 2023

Based on the table above, it can be seen as follows:
a. The t-count value for the leadership variable is 10.325> 1.662 t-table and sig value 0.000 <0.05. Based on the results obtained, H0 is rejected and H1 is accepted for the leadership variable, thus the leadership variable partially has a significant effect on the performance of the Polda Kepri Operations Section personnel.
b. The t-count value for the motivation variable is 3.242> 1.662 t-table and the sig value is 0.000 <0.05. Based on the results obtained, H0 is rejected and H2 is accepted for the motivation variable, thus the motivation variable partially has a significant effect on the performance of the personnel of the Operations Section of the Polda Kepri.
c. The t-count value for the incentive variable is 1.555 < 1.662 t-table and sig value 0.124 > 0.05. Based on the results obtained, H0 is accepted and H3 is rejected for the incentive variable, thus the incentive variable partially has no significant effect on the performance of the personnel of the Operations Section of the Polda Kepri.
d. Partially, the leadership variable is the most dominant variable affecting the performance of the Polda Kepri Operations section personnel.

F Test (simultaneous)
Simultaneously affect the dependent variable. Hypothesis testing is done by comparing the F-count value with the F-table at a significance level of 0.05%. In this study, the f-table value is 2.48, while the decision criteria are as follows:
1. If F-count> F-table, then H0 is rejected or Ha is accepted
2. If F-count < F-table, then H0 is accepted or Ha is rejected

Table 9. F Test Result

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4868.164	3	1217.041	423.016	.000ᵇ
	Residual	250.304	68	2.877		
	Total	5118.467	71			

a. Dependent Variable: Performance
b. Predictors: (Constant), Leadership, Motivation, incentive
Source: Primary data processed, 2023

Based on table above it can be seen that the F-count value is 423.016> 2.48 f-table and the significance value is 0.000 <0.05, so the decision taken is H0 rejected and H4

accepted. The acceptance of this hypothesis can be concluded that leadership, motivation, and incentives simultaneously have a significant effect on the performance of the Polda Kepri Operations section personnel.

Determination Analysis (R^2)
This analysis is used in conjunction to determine the amount or percentage of the contribution of the influence of the independent variables in the regression model to influence the dependent variable. So the coefficient number shown shows the extent to which the model formed can explain the actual conditions.

Table 10. Partial Coefficient of Determination

No	Variabel	Nilai R	Nilai R Square	Hubungan
1	Leadership	.960[a]	.949	Sangat Kuat
2	Motivation	.955[a]	.950	Sangat Kuat
3	Insentive	.962[a]	.961	Sangat Kuat

Source: Primary data processed, 2023

Based on the table above, it can be seen as follows:
1. The leadership variable obtained an R value of 0.960, meaning that the correlation between the leadership variable and personnel performance is 96%. The determination value (R2) obtained is 0.949, this means that the percentage of contribution of the leadership variable to personnel performance in the regression model is 94.9% and the relationship that occurs is very strong.
2. The motivation variable obtained an R value of 0.955, meaning that the correlation between the motivation variable and personnel performance is 95.5%. The determination value (R2) obtained is 0.950, this means that the percentage of contribution of the motivation variable to personnel performance in the regression model is 95% and the relationship that occurs is very strong.
3. The incentive variable obtained an R value of 0.962, meaning that the correlation between the incentive variable and personnel performance is 96.2%. The determination value (R2) obtained is 0.961, this means that the percentage of contribution of the incentive variable to personnel performance in the regression model is 96.1% and the relationship that occurs is very strong.

Table 11. Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975[a]	.951	.949	1.69619

a. Predictors: (Constant), Leadership, Motivation, Insentive

b. Dependent Variable: Performance

On the table above, the R value is 0.975, meaning that the correlation between leadership, motivation and incentive variables on performance is 97.5%. The determination value (R2) obtained is 0.94.9, this means that the percentage contribution of leadership, motivation and incentive variables in the regression model is 94.9% and the relationship that occurs is very strong, while the remaining 5.1% is explained by other variables that are not examined or not included in this study.

Based on the results of the above analysis, it can be concluded that leadership, motivation and incentives together are able to make a large or very strong contribution to the performance of the Polda Kepri Operations Section personnel.

Discussion

The Effect of Leadership on Personnel Performance

The results of this study obtained a t-count value for the leadership variable of 10.325 greater than the t-table of 1.662 and a significance value of 0.000 less than 0.05. Based on the results obtained, H0 is rejected and H1 is accepted for the leadership variable, thus the leadership variable partially has a positive and significant effect on the performance of the Polda Kepri Operations Section personnel. This is because personnel feel that leaders provide alternative solutions when there are problems. Leaders always provide encouragement to personnel and always participate to achieve a goal. The conclusion is that the better the leadership of a leader, it can improve good performance. This research is in line with research (Rudi et al., 2022) (I. L. Nasib, 2020)(Chaniago, 2018)which states that leadership has a significant effect on employee performance.

The Effect of Motivation on Personnel Performance

The results of this study obtained a t-count value for the motivation variable of 3.242 greater than the t-table of 1.662 and a significance value of 0.000 less than 0.05. Based on the results obtained, H0 is rejected and H2 is accepted for the motivation variable, thus partially the motivation variable has a positive and significant effect on the performance of the Polda Kepri Operations Section personnel. This is because personnel feel that they get a fair salary from the Kepri Regional Police Operations Section. The Kepri Polda Kepri of operation section pays the salaries of its personnel according to applicable regulations and personnel receive awards for work achievements so that the work motivation of personnel improves. The conclusion is that the increasing motivation of personnel will encourage better performance. This research is in line with research (Sjahruddin et al., 2023)(S. C. S. A. Y. Nasib, 2019)(Hou, 2021).

The Effect of Incentives on Personnel Performance

The results of this study obtained a t-count value for the incentive variable of 1.555 which is smaller than the t-table of 1.662 and a significance value of 0.124 greater than 0.05. Based on the results obtained, H0 is accepted and H3 is rejected for the incentive variable, thus partially the incentive variable has no effect and is not significant on the performance of the Polda Kepri Operations Section personnel. This is because for personnel, experience is not only necessarily about the bonuses that will be given to personnel, but there needs to be an effort to increase the provision of scholarships to personnel so that the ability of personnel to become more skilled and qualified. This indirect incentive will certainly be able to later improve personnel performance. This research is in line with research (Liu & Liu, 2022)(Martin, 2018)(Chaniago, 2018)(Fadli & Sibutar-butar, 2022).

The Effect of Leadership, Motivation and Incentives Simultaneously Affects Personnel Performance

The results of this study obtained that the f-count value of 423.016 is greater than the f-table of 2.48 and the significance level of 0.000 is smaller than 0.05. Based on the results obtained, H0 is rejected and H4 is accepted, thus the education variable, leadership variable, motivation and incentives simultaneously have a positive effect on the Performance of the Polda Kepri Operations Section personnel. This is because when combined into one between the role of a leader, the motivation to work from personnel and the incentives given to personnel, there is an increase in personnel performance. This research is in line with research (Ullah et al., 2022) (Setha, 2022)(Mahaputra, 2020).

5. Conclusion

Based on the results and discussion above, it can be concluded as follows.

1. Leadership has a significant effect on the performance of the Kepri Police Operations Bureau personnel with a t-count value for the leadership variable of 10.325 greater than the t-table of 1.662 and a significance value of 0.000 less than 0.05.

2. Motivation has a significant effect on the performance of personnel of the Operations Bureau of the Riau Police with a t-count value for the motivation variable of 3.242 greater than the t-table 1.662 and a significance value of 0.000 less than 0.05.

3. Incentives do not have a significant effect on the performance of the Kepri Regional Police Operations Bureau personnel with an incentive t-count value of 1.555 smaller than the t-table 1.662 and a significance value of 0.124 greater than 0.05.

4. Leadership, motivation and incentives together have a significant effect on the performance of personnel of the Kepri Regional Police Operations Bureau with an f-count value of 423.016 greater than the f-table 2.48 and a significance level of 0.000 less than 0.05.

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