THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON THE PERFORMANCE OF MEMBERS OF THE SURABAYA CITY POLICE DRUG RESEARCH UNIT

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ABSTRACT

This study aims to analyze the influence of leadership style and work motivation on the performance of members of the Surabaya Police Narcotics Investigation Unit. This study uses a quantitative approach. The population in this study were all members of the Narcotics Investigation Unit, with a sample size of 80 respondents determined using a saturated sampling technique. Data were collected through the distribution of structured questionnaires and analyzed using multiple linear regression analysis with the help of SPSS version 27 software. The results of the validity and reliability tests indicate that all research instruments are valid and reliable. The results of the multiple linear regression analysis show that both independent variables have a positive influence on performance. The results of the simultaneous test (F test) show that leadership style and work motivation together have a significant effect on member performance. The findings of this study indicate that the implementation of an effective leadership style characterized by good communication, assertiveness, and exemplary behavior as well as high work motivation can improve discipline, responsibility, and overall member performance.

INTRODUCTION

A police work environment with an authoritarian leadership style can create discipline but also reduce the enthusiasm and creativity of members. (Rivaldo, 2020) . On the other hand, a participatory or transformational leadership style can foster a sense of responsibility, commitment, and initiative in carrying out tasks. (Jopanda, 2021) . Leadership style is a pattern of behavior used by leaders to influence, direct, and motivate their subordinates to achieve organizational goals. Patimah, (2024) leadership style reflects how a leader motivates, provides direction, and builds interpersonal relationships within an organization. Effective leaders are able to adapt their leadership style to the situation and needs of their members.

According to Suryana, (2024) In *Situational Leadership* theory, leadership effectiveness is determined by the leader's ability to adapt his or her style to the maturity level of his or her subordinates. In the context of a police organization, an adaptive leader for example, the Head of Narcotics Research Unit must be able to read the operational and psychological situations of members so that investigation and enforcement tasks can run optimally. Theoretically, it can be concluded that the right leadership style will increase work motivation, and high work motivation will in turn have a positive effect on improving the performance of members of the Surabaya Police Narcotics Research Unit.

Work motivation is an internal and external drive that directs a person's behavior to achieve certain goals. Nuruzzaman, (2021) . According to Pragiwani, (2021) *The Hierarchy of*

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Needs theory states that individuals will perform optimally if their basic needs (physiological, safety, social, esteem, and self-actualization) are met. In the context of police officers, work motivation can arise from factors such as recognition, promotion opportunities, leadership support, and pride in national service. A person's motivation is influenced by three main needs: the need for achievement (nAch), the need for affiliation (nAff), and the need for power (nPow). Herawati, (2020) . Police officers who have a high need for achievement tend to demonstrate good performance in solving cases, maintaining integrity, and meeting operational targets.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to Fitri, (2023) Leadership is determined by personal traits such as self-confidence, intelligence, responsibility, and social skills. This theory assumes that leaders are born, not made. This means that someone with a strong character, courage to make decisions, and high integrity is more likely to be an effective leader (Suprijati, 2024) . According to Daffa (2025), The most effective leadership style depends on the extent to which the leader is able to adapt his behavior to the conditions and needs of his team. The success of a leader is not determined by personal traits, but by the behavior demonstrated in directing and interacting with his subordinates.

According to Ahadi, (2023) A person's work motivation arises from efforts to fulfill five levels of human needs which are hierarchical in nature. Individuals whose basic needs are met will be motivated to fulfill higher-level needs. In the context of police officers, fulfilling needs such as job security, recognition, and opportunities for self-development are key drivers of increased work motivation and performance . According to (Lianasari, 2022), Individuals who have a high need for achievement tend to show better motivation and performance than those who are affiliation or power oriented. In the context of members of the Narcotics Investigation Unit, the need for achievement arises through enthusiasm in solving cases, the need for affiliation through teamwork, and the need for power through responsibility in making decisions in the field.

According to Fhalina Lisdiana Hardi (2022) , performance reflects how well an individual carries out their responsibilities based on the standards and targets set by the organization. In the context of police officers, performance is reflected in their ability to complete investigative tasks, their discipline, and their loyalty to the institution (Suprijati, 2023) . (According to Putri (2023), Performance is a record of a person's work results during a certain period which reflects work effectiveness and efficiency. In the context of a police organization, performance can be measured by the timeliness of case report completion, the effectiveness of field operations, and the quality of investigative results. According to (Kosali, 2023) Performance is the real behavior displayed by employees when carrying out tasks, whether it provides a positive or negative contribution to achieving organizational goals. In the context of police officers, performance will be maximized if supported by professional skills (technical competence, mental resilience) and high motivation to serve their duties and the country.

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METHOD

This study uses a quantitative approach because it aims to objectively examine the relationship between variables through numerical data analysis (Suprijati, 2020) . This approach was chosen so that the research results can be measured statistically and provide empirical evidence regarding the influence of leadership style and work motivation on employee performance. This method emphasizes hypothesis testing through measurable statistical calculations using SPSS version 27 software (Suyanto, 2025) . The type of research used is causal associative research , namely research that aims to determine the influence or cause-and-effect relationship between two or more variables. In this context, the researcher wants to know how much influence leadership style (X_1) and work motivation (X_2) have on employee performance (Y) at the Surabaya City Police Narcotics Research Unit. This research was conducted at the Surabaya City Police Narcotics Investigation Unit , located within the jurisdiction of Surabaya City. The research subjects were all members or personnel of the Narcotics Investigation Unit involved in operational and administrative activities. The population in this study were all members of the Surabaya City Police Narcotics Investigation Unit . From this population, the researcher selected 80 respondents as the research sample . The sampling technique used saturated sampling , a sampling technique that involves all members of the population because the number is relatively limited and still allows for comprehensive research.

RESULTS

Table 1. Validity Test Results

Variabel		Indikator	CITC	Status
KEPEMIMPINAN	(X1)	XI. 1	0.545	VALID
		XI. 2	0.804	VALID
		XI. 3	0.765	VALID
		XI. 4	0.431	VALID
		XI. 5	0.804	VALID
		XI. 6	0.765	VALID
MOTIVASI	(X2)	X2. 1	0.413	VALID
		X2. 2	0.723	VALID
		X2. 3	0.741	VALID
KINERJA	(Y)	Y 1	0.686	VALID
		Y 2	0.927	VALID
		Y 3	0.908	VALID
		Y 4	0.927	VALID

Based on the results of data processing using SPSS version 27 software presented in Table 1 , it is known that all statement items in the questionnaire have a Corrected Item-Total Correlation (CITC) value ≥ 0.3 . This indicates that each question item in the research instrument has been able to measure the intended variable accurately. Thus, it can be concluded that all questionnaire items on the variables of Leadership Style (X_1) , Work Motivation (X_2) , and Member Performance (Y) are declared valid and suitable for use in the next analysis stage.

Table 2. Reliability Test Results

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Reliability Statistics

Variabel Penelitian	Cronbach's Alpha	N of Items
Gaya Kepemimpinan	0.872	6
Motivasi Kerja	0.775	3
Kinerja	0.941	4

Based on the data processing results in Table 2 , it was found that all research variables had Cronbach's Alpha values that exceeded the established reliability threshold, which was ≥ 0.7 . This indicates that the research instrument has a good level of internal consistency. Thus, the questionnaire on the variables of Leadership Style (X_1) , Work Motivation (X_2) , and Member Performance (Y) was declared reliable and can be used for the next stage of analysis.
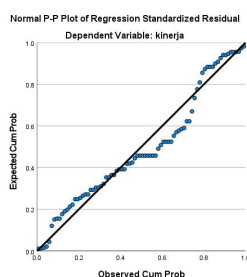

Figure 1. Normality Test Results (*Probability Plot*)

Based on Figure 1 above, the results of *the Probability Plot normality test* show a data distribution that follows the diagonal line. In this case, in accordance with the basis for decision-making, namely, with data distribution that follows the diagonal line, this page is declared to be normally distributed.

Table 3. Multicollinearity Test Results

Coefficientsᵃ

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kepemimpinan	0.975	1.025
	Motivasi	0.975	1.025
a. Dependent Variable: kinerja			

Each independent variable has a Variance Inflation Factor (VIF) of more than 10 and a Tolerance value of greater than 0.1, according to Table 3 of the test results and coefficients of the SPSS 27 table. Thus, it can be concluded that the multiple linear regression model is suitable for research because it does not include multicollinearity between the dependent and independent variables.
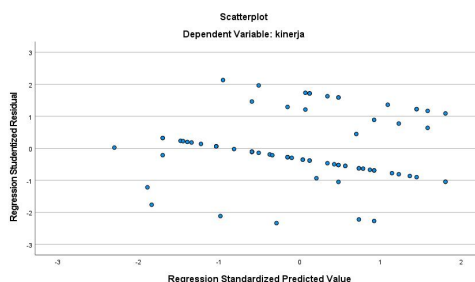

Figure 2. Results of Heteroscedasticity Test (*Scatterplot*)

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Figure 2 shows that the points are randomly distributed above and below or around the number 0 and do not cluster only above or below the number 0. The distribution of these points does not form a pattern. Therefore, it can be concluded that the regression model does not experience heteroscedasticity, so the regression model is suitable for predicting member performance based on the independent variables (Training Needs, Development, Technical Competence, and Soft Skills of Human Resources).

Table 4. Multiple Linear Regression Test Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.199	2.228		4.130	.000
	kepemimpinan	.161	.073	.240	2.223	.029
	motivasi	.261	.122	.231	2.144	.035

The regression equation model in this study is as follows:

Y = a + b1X1 + b2X2 + e

Based on table 4.4 above, the equation can be written as follows:

Y=9.199+0.161X1+0.261X2+2.228

From the multiple linear regression equations, it can be interpreted as follows:

1. The constant value (9.199) shows that if the variables Leadership Style (X_1) and Work Motivation (X_2) are considered constant or have a value of zero, then the basic value of Member Performance (Y) is 9.199 units .
2. The Leadership Style Coefficient (0.161) has a positive sign, which means that every one unit increase in leadership style will increase member performance by 0.161 units , assuming work motivation remains constant.
3. The Work Motivation Coefficient (0.261) is also positive, which means that every one unit increase in work motivation will increase member performance by 0.261 units , assuming the leadership style remains constant.

Table 5. Simultaneous Test Results (F-Test)

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.101	2	21.051	5.660	.005ᵇ
	Residual	286.386	77	3.719		
	Total	328.487	79			
a. Dependent Variable: kinerja						
b. Predictors: (Constant), motivasi, kepemimpinan						

the ANOVA (Analysis of Variance) test displayed in the table above, the calculated F value was 5.660 with a significance level (Sig.) of 0.005 . Because the significance value is smaller than 0.05 (0.005 < 0.05) , it can be concluded that the regression model used in this study is significant . This means that the variables of Leadership Style (X_1) and Work Motivation (X_2) simultaneously or together have a significant influence on Member Performance (Y) in the Surabaya City Police Narcotics Research Unit . Thus, the regression model used in this study is suitable for predicting changes in member performance based on changes in the variables of leadership style and work motivation.

Table 6. Results of the Determination Coefficient Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358[a]	.128	.106	192.855

a. Predictors: (Constant), motivasi, kepemimpinan

b. Dependent Variable: kinerja

the Model Summary analysis in the table above, a correlation coefficient (R) value of 0.358 was obtained . This indicates that there is a positive relationship between the variables of Leadership Style (X_1) and Work Motivation (X_2) on Member Performance (Y) at the Surabaya City Police Narcotics Research Unit. The Adjusted R Square value of 0.106 reinforces these results by adjusting for the number of variables and sample size used. Thus, it can be concluded that the regression model has a fairly good level of ability to explain the influence of independent variables on the dependent variable , although there are still other factors outside the model that also influence member performance.

DISCUSSION
The Influence of Leadership Style on Performance

The results of the regression analysis show that leadership style has a positive effect on the performance of members of the Surabaya Police Narcotics Unit, as indicated by a regression coefficient of **0.161** . This means that the better the leadership style is implemented, the better the member's performance will be. This finding is in line with **Patimah's (2024) opinion** which states that an effective leadership style is demonstrated through the leader's ability to build communication, provide direction, and maintain good interpersonal relationships with its members, thereby impacting organizational performance. Furthermore, the situational leadership theory according to **Suryana (2024)** emphasizes that leaders must be able to adapt their leadership style to the psychological and operational conditions of their members. In the context of the police, especially drug investigators, leaders must be able to make firm decisions while still providing support so that members can carry out field duties optimally. This finding also supports **Rivaldo's (2020) statement** that an overly authoritarian leadership style can reduce work enthusiasm, while a participatory leadership style is more capable of optimizing the creativity and initiative of members, thereby achieving better performance.

Work Motivation on Performance

The analysis results show that work motivation has **the most dominant positive influence** on member performance compared to other variables, with a regression coefficient **of 0.261** . This means that the higher the work motivation of members, the greater their performance will be. This strengthens the motivational needs theory according to **Pragiwani (2021)** and **Herawati (2020)** which states that the drive for achievement, recognition, and pride in carrying out tasks will stimulate personnel to work better and more professionally. In police work, motivation can grow from a sense of responsibility, a commitment to maintaining public safety, and career development opportunities. This statement aligns with **Nuruzzaman's (2021) view** that fulfilling internal and external job needs will influence employee behavior in achieving organizational goals . Therefore, work motivation fostered through performance appreciation, promotion opportunities, and

leadership support is crucial to ensuring members have a strong drive to complete the challenging tasks of drug investigation.

CONCLUSION

Based on the results of the research and discussion that has been conducted, it can be concluded that leadership style and work motivation have a positive influence on the performance of members of the Surabaya Police Narcotics Investigation Unit . The results of the analysis show that both variables partially contribute to improving member performance, although their influence is not completely dominant. This finding indicates that the application of an effective leadership style , such as communicative, assertive, and exemplary, can increase the work spirit and responsibility of members in carrying out investigative leadership and criminal investigation tasks. On the other hand, high work motivation , both from intrinsic and extrinsic motivation, also encourages members to work more optimally, disciplined, and results-oriented. Simultaneously, leadership style and work motivation have a positive and significant influence on member performance , which means that improvements in both aspects can jointly strengthen individual and team performance in achieving the unit's operational targets. As a suggestion, the leadership of the Surabaya Police Narcotics Investigation Unit is advised to conduct continuous evaluation and development of leadership patterns and strategies to increase member work motivation , in order to ensure the effectiveness of performance and adaptation to the dynamics of tasks in the field. The limitations of this study lie in its focus on a single unit, the Surabaya Police Narcotics Investigation Unit, with a limited number of respondents. Therefore, the results cannot be broadly generalized to other police units or institutions with different characteristics.

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