



## The Influence of Directive Leadership Style, Motivation, and Discipline on Performance Personil Kompi 1 Batalyon B Pelopor Brimob Sumbawa

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### Abstract

Performance really needs to be considered, where performance is used as an expression of a person's ability to carry out a job. Good performance can be seen from the directive leadership style. Where leadership style is the way a leader influences the behavior of subordinates, so they are willing to work together and want to work productively to achieve organizational goals. In addition to leadership style, motivation is also needed in improving performance. Then performance can also be influenced by the discipline of human resources in the environment. This research was conducted at Company 1 Battalion B Pioneer, where there are still obstacles in improving the performance of its personnel including those related to directive leadership, where there are still Company 1 Battalion B Pioneer personnel aged over 40 years and in rank (Nintara and Tamtama) as well. many senior personnel. So this study aims to analyze the influence of directive leadership style, motivation, and discipline on the performance of Company Personnel 1 Battalion B Pioneer – Brimob Sumbawa. This research is a quantitative research. The sampling technique used by the researcher is a saturated sample, that is, the entire population is used as a sample. Where the number of personnel of Company 1 Battalion B Pioneer – Brimob Sumbawa is 120 personnel. Data collection techniques carried out by researchers by distributing questionnaires. The data were analyzed using a statistical software (statistical software) in the form of a statistical package for social science (SPSS) application. Based on the results of the study, it can be concluded that: 1) The directive leadership style has no effect on the performance of the personnel of Company 1 Battalion B Pioneers – Brimob Sumbawa; 2) Motivation affects the performance of Company 1 Battalion B Pioneer personnel – Brimob Sumbawa; 3) Discipline affects the performance of Company 1 Battalion B Pioneer personnel – Brimob Sumbawa.

**Keywords:** Directive Leadership Style, Motivation, Discipline, Performance.

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## INTRODUCTION

Performance really needs to be considered, where performance is used as an expression of a person's ability to carry out a job (Sari, 2014). Performance has an important role in carrying out activities to achieve goals effectively and efficiently. A performance determines the success or failure of an activity. Performance refers to the level of achievement of the tasks that make up the work of all employees. Performance also reflects how well employees meet the requirements of a job that has been determined by the company according to their respective work fields (Batubara, 2020). Performance is the result of work, both quality and quantity achieved by Human Resources (HR) in a period of time carrying out work assignments in accordance with the responsibilities given. Basically good performance is performance that follows procedures or procedures according to standards set by each organization. Every organization expects that its members show optimal performance in supporting the achievement of predetermined goals. Therefore, problems related to performance must get attention from management if you want to achieve goals (Agustin, 2021). The management can be assessed through leadership style. Where leadership style is the way a leader influences the behavior of subordinates, so they want to work together and want to work productively to achieve organizational goals. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision and goals of an organization. Therefore, the

challenge in developing a clear organizational strategy lies primarily with the organization on the one hand and depends on leadership. According to Aisah (2020) just moving all employees is not enough, so there is a need for encouragement so that employees have a great interest in their work. It is this basis that will have a high impact on employee performance. The leader is fully authorized and fully responsible for this which is called directive leadership. Leaders who have this style generally often give special orders or assignments to their subordinates, make important decisions and are heavily involved in their implementation. All activities are centered on the leader. Basically, the directive style is an authoritarian style (Yulistian, 2011).

In addition to leadership style, motivation is also needed to improve performance. Motivation is one of the important factors that encourage individuals to work and individual willingness to expend high effort to achieve organizational goals (Bawanda, et al., 2018). According to Ady and Wijono (2013), every institution always wants to be able to achieve maximum goals, these goals can be achieved if the performance of its employees is good. For this reason, the company tries to provide motivation or encouragement to employees to have good performance by providing awards, opportunities for achievement, more meaningful work, job security, and company policies. Then performance can also be influenced by the discipline of human resources in that environment. Discipline or discipline is a person's awareness and willingness to comply with all company, agency or organization regulations and applicable social norms. Improving employee performance can also be done by creating work discipline, because well-managed work discipline will result in employee compliance with various organizational regulations aimed at improving performance. For this reason, company leaders need to monitor every behavior and action taken by all employees while working (Rialmi, 2020). This research was conducted at Company 1 Battalion B Pelopor. This was done because based on the results of an interview with Mr. Nurdin (Commander of Company 1 Battalion B Pioneer) explained that there were still obstacles in improving the performance of its personnel including those related to directive leadership, where there were still Company 1 Battalion B Pioneer aged over 40 years and by rank (Non-commissioned Officers and Privates) there are also many senior personnel. Of course, ideally, fast-moving troops with their main task of tackling high-intensity crimes cannot be maximized in terms of increasing capabilities in the field, because the morale of the personnel is reduced, this is caused by the absence of personnel reorganization or rejuvenation. This condition becomes an obstacle for a leader when coordinating in the field. Supriady (2015) explains that in order to produce optimal performance it is necessary to regulate various optimal activities. It is necessary to regulate various activities in a planned, coordinated, controlled and well maintained manner, so that management is needed which is colored with skills and rational cooperation.

Then when viewed in terms of motivation, where the process that explains the intensity, direction, and ability of personnel to achieve their goals is still lacking. Because the level of sales that was obtained was felt to be insufficient, the support of facilities and infrastructure to support the implementation of tasks was not yet complete according to technological developments, this greatly influenced the motivation of the personnel of Company 1 Battalion B pioneers in improving their performance. As well as the decreased level of discipline of personnel, there are still violations of discipline in carrying out tasks due to non-compliance and guidance on SOPs (standard operating procedures), as well as excessive use of smartphones such as playing online games. Given this phenomenon, it is necessary to pay attention to the leadership style of the Commander of Company 1 Battalion B Pioneers in carrying out training, supervision and control of personnel so that the performance of all personnel can be improved. Then the motivation and discipline of each personnel also need to be considered so that every task ordered can be carried out with full sense of responsibility. This research is different from research conducted by several previous studies including Supriady (2015) namely the location of the research, in Supriady's research (2015) conducted research at the Palu Navy Base Command Headquarters, while this research conducted research at Company 1 Battalion B Pelopor - Mobile Brigade Sumbawa. Then, the research conducted by Batubara (2020), namely in previous research, only used the directive leadership style variable as an independent variable, while this study added motivation and discipline variables as independent variables. Based on this

background, this study aims to analyze the effect of directive leadership style, motivation, and discipline on the performance of Company 1 Battalion B Pelopor - Brimob Sumbawa personnel.

## METHOD

This research is a quantitative research. This research is associative, this is because in this study which is asking for a causal relationship between independent and dependent variables which ultimately aims to prove hypotheses and provide empirically to examine research results based on existing theories namely performance, directive leadership style, motivation, and discipline, as well as the existence of previous research. The population in this study were all personnel of Company 1 Battalion B Pelopor - Brimob Sumbawa. The sampling technique used by researchers is a saturated sample, namely the entire population is used as a sample. Where the number of Company 1 Battalion B Pelopor - Brimob Sumbawa personnel is 120 personnel. Data collection techniques carried out by researchers by distributing questionnaires. In this study, researchers used a Likert scale with a weight of one to strongly disagree, two to disagree, three to agree, and four to strongly agree (Sugiyono, 2014). The indicators in this research variable are as follows:

**Table 1.** Research Variable Indicators

No	Variable	Variable Operational Definitions	Indicator
1	Performance (Guli, 2022)	A function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability.	<ul style="list-style-type: none"> <li>a. He has a tough and independent personality that makes him able to face problems with a clear mind.</li> <li>b. Work hard, don't like to stand idly by or be lazy, as a reflection of high enthusiasm and motivation.</li> <li>c. Disciplined in carrying out the task, so that it can be completed properly.</li> <li>d. Responsible for all his behavior.</li> <li>e. Smart, wise and prudent, which makes him able to control himself and respond to others, both in conflict and calm situations.</li> <li>f. Skilled at work and always trying to improve his skills.</li> </ul>
2	Strength of Leadership Directive(Nasution, 2020)	The directive leadership style can be interpreted as a leader's style that gives directions to the targets, targets and ways to achieve it in detail and clear; There is no space for discussion and participation of employees..	<ul style="list-style-type: none"> <li>a. Leaders tell the subordinates what is expected of them.</li> <li>b. The leader shows sympathy for employee problems.</li> <li>c. Leaders tell the work schedule to be adjusted and work standards.</li> <li>d. Leaders determine employee planning, coordination and employment vio.</li> </ul>
3	Motivation (Marjaya dan Pasaribu, 2019)	The process that explains the intensity, direction, and perseverance of an individual to achieve its goals.	<ul style="list-style-type: none"> <li>a. Work Hard</li> <li>b. Future orientation</li> <li>c. High levels of ideals</li> <li>d. Origination of tasks and seriousness of tasks</li> <li>e. Effort to advance</li> <li>f. Perseverance works</li> <li>g. Relationship with co-workers</li> <li>h. Utilization of time</li> </ul>

No	Variable	Variable Operational Definitions	Indicator
4	Discipline (Rahayu, 2017)	Awareness and a person's willingness are obeying all regulatory, regulatory agencies and social applications.	<p>a. The leadership, the leading experts are very modern role in determining employee discipline because the leaders are made into exemplary and role models by its subordinates.</p> <p>b. Compensation, Compensation (Salaries and Welfare) Including employee discipline because the Service Representative will provide employee satisfaction and love for its company / work.</p> <p>c. Justice, justice encourages the realization of employee discipline, the ego and human nature that always feels itself important and ask for the same man as other humans.</p> <p>d. Salnation Punishment, Salnation Punishment plays an important role in maintaining employee discipline.</p> <p>e. Humanitarian relationships, harmonious humanitarian relationships among fellow employees joined a good discipline of a company.</p>

Source: researchers (2022)

Data analysis is used to obtain a definite result in managing the data so that it can be accounted for by researchers. Data analyzed using a tool of the statistics of the statistics (statistic softwree) in the form of statistical package for social science (SPSS) application. The stage was first to test the data quality consisting of valididad test and reliabilita test. Both conduct classical assumption tests consisting of normality tests, multicolonierity tests, and heteroscedasticity tests. Furthermore, the regular pressure of the reghestration determination, the test of the fuel, the statistics test of individual parameters or T statistics test, and the last multiple linear regression analysis. As for the earliest hypothesis in this study as follows:

H1: Strength directive force effects on the performance of Component Personnel 1 Battalion b pioneer - Brimob Sumbawa.

H2: Motivation affects the performance of the Component personnel 1 Battalion b pioneer - Brimob Sumbawa.

H3: Discipline has influence the performance of the Component personnel 1 Battalion b pioneer- Brimob Sumbawa.

## RESULTS AND DISCUSSION

### Respondent Profile

As for the respondent's profile as follows:

**Table 2.** Respondent Profile

Information	Total	Percentage of
Based on gender		
Male	0	0%
Female	120	100%
Total	120	100%
Based on age		

21-30 Years	77	64%
31-40 Years	22	18%
41-50 Years	21	18%
Total	120	100%
Based on the level of education		
Senior High School	110	92%
3-year diploma	1	1%
Bachelor degree	9	7%
Total	120	100%
Based on the work of the work		
<5 Tahun	45	38%
5-10 Tahun	72	60%
>10 Tahun	3	2%
Total	120	100%

Source: researchersi (2022)

### Data Quality Test Results

#### Validity Test Results

The following is presented the results of the validity test in the valid measure or valid not the questionnaire used by the researcher, as follows.

**Table 3.** Validity Test Results

Statement	r-calculate	r-table	Decision
Y1.1	0,529	0,1793	Valid
Y1.2	0,513	0,1793	Valid
Y1.3	0,582	0,1793	Valid
Y1.4	0,475	0,1793	Valid
Y1.5	0,631	0,1793	Valid
Y1.6	0,649	0,1793	Valid
X1.1	0,584	0,1793	Valid
X1.2	0,657	0,1793	Valid
X1.3	0,643	0,1793	Valid
X1.4	0,646	0,1793	Valid
X1.5	0,499	0,1793	Valid
X2.1	0,639	0,1793	Valid
X2.2	0,581	0,1793	Valid
X2.3	0,517	0,1793	Valid
X2.4	0,544	0,1793	Valid
X2.5	0,678	0,1793	Valid
X2.6	0,530	0,1793	Valid
X2.7	0,664	0,1793	Valid
X2.8	0,565	0,1793	Valid
X3.1	0,681	0,1793	Valid
X3.2	0,577	0,1793	Valid
X3.3	0,505	0,1793	Valid
X3.4	0,587	0,1793	Valid
X3.5	0,655	0,1793	Valid

Source of: Processed SPSS (2022)

Based on the table above, the entire statement is stated, both performance-related statements, directive leadership, motivation, and discipline. This is caused by the value of r-counts more than R-Table, ie R-counts > 0.1793.

### Reliability test results

The following is presented the reliability test results used to measure a questionnaire which is an indicator of variable or contestrum, as follows.

**Table 4.** Reliability test results

Variable	The value of Cronbach's Alpha	Minimum Value Cronbach's Alpha	Decision
The performance	0,631	0,60	Reliabel
Strength of Leadership Directive	0,638	0,60	Reliabel
Motivation	0,729	0,60	Reliabel
Discipline	0,611	0,60	Reliabel

Source of: Processed SPSS (2022)

Based on the results of reliability tests, the entire variables used are revealed reliabel. This is because the value of Cronbach's Alpha is more than minimal standard. 0,6.

### The result of the classical assumption test of normality test results

The following is presented the results of the normality test data that aims to test whether in the regression model, dependent and independent variables have the normal distribution or not, as follows.

**Table 5.** Result of normality test

Information	The value
Number of samples	120
Level of significance	0,017

Source of: Processed SPSS (2022)

Based on the table above, it can be stated that the data is not distributed normally. This is because the significance value of less than 5% or 0.05, where the calculation results show that the level of significance only reaches 0.017. Then then the data transformation is done. Results of data normality tests after data transformation, can be seen in the table below.

**Table 6.** Result of normality test after data transformation

Information	The value
Number of samples	112
Significant levels	0,056

Source of: Processed SPSS (2022)

From the table above, then with the number of samples of 112 respondents and with the significance value of 0.056 then the data can be declared normally distributed. This suggests significance value of more than 5% or 0.05.

### Multicollinearity test results

The following is presented the result of multicollinearity test used to test regression models whether there is a correlation between free variables (i = independe), as follows.

**Tabel 7.** Multicollinearity test results

Variable	The value of Tolerance	The Value of VIF
Strength of Leadership Directive	0,545	1,834
Motivation	0,461	2,168
Discipline	0,551	1,816

Source of: Processed SPSS (2022)

Based on the result of multicollinearity test, it can be stated that there is no independent variable that has multicollinearity problems. This is due to the value of tolerance more than 0.1 and VIF value is less than 10.

### Heserosedicate Test Hearts

The heteroscedasticity test results used to test whether in regression occurred innote of the variance of residents one respondent to another respond by using the *Park* test, as follows.

**Table 8.** Heserosedicate Test Hearts

Variabke	Significance value
Strength of Leadership Directive	0,067
Motivation	0,944
Discipline	0,678

Source of: Processed SPSS (2022)

Based on the table above, the entire variables are independent expressed free of heteroscedasticity problems. This is because of significance value of more than 0.05 or 5%.

### Results of the determination of coefficients of the determination

Below to serve the results of the determination of the coefficient of determination, as follows.

**Table 9.** Results of the determination of coefficients of the determination

Information	Nilai
Adjusted R Square	0,635

Source of: Processed SPSS (2022)

From the above table can be concluded that the variable performance can be affected by the directive market drivenight, motivation, and discipline for 0.635 or 63.5%. While the remaining 36.5% is influenced by other variables, which are not included in this study.

### The result of the model of conformity model

The result of the test of the fuel model as follows.

**Table 10.** Research test of the determinas coefficientsi

Information	The value
F	65,377
Significance	0,000

Source of: Processed SPSS (2022)

Based on the table above, then simultaneously the entire independent variable affects the dependent variable. Where the value of F is more than 4 and the level of significance is less than 0.05. This means that the model used in this study is worth continuing.

### Test results of Statistics Individual Parameters (Statistic T test)

The statistical test results of individual parameters as follows.

**Table 11.** Test results of Statistics of Individual Parameters (Statistic Test T)

Variable	T-Calculate	T-Table	Significance value
Strength of Leadership Directive	1,313	1,9820	0,192
Motivation	4,082	1,9820	0,000
Discipline	5,965	1,9820	0,000

Source of: Processed SPSS (2022)

Based on the table above it can be concluded that the motivation and discipline variables affect the performance, this is due to the value of t-count more than t-table. Where T-Table is of 1.9820 as well as the significance level of less than 0.05 or 5%. While the directive leadership market variables have no effect on performance, this is due to the value of t-counts less than t-tables and the level of significance more than 0.05 or 5%.

### The result of linear regression analysis of multiple linear

The sync of linesy regression is in the results of this study as follows:

$$KN = 0,818 + 0,077GK + 0,296MT + 0,408KD + e.....$$

Information:

KN = The performance of

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GK	= Strength of Leadership Directive
MT	= Motivation
KD	= Discipline
e	= Error/Various bullies

The following equations can be explained as follows:

- 1) For the value of constant by 0.818 means the performance of personnel before the independent variable is 0.818.
- 2) The directive leadership style with the 0.077 regression coefficient is there is a positive influence between directive and performance leadership style. It means the better the directive leadership style will then raise the performance of personnel.
- 3) Motivation with the coefficient of the 0.296 regression means there is a positive influence between motivation and performance of personnel. It means the more motivated personnel there will then raise the performance of personnel.

Discipline with the regression coefficient 0.408 there is a positive influence between discipline with personnel performance. This is the more disciplined personnel in work then it will raise the performance of personnel.

### **The effect of leadership style directive to performance**

The results of this study indicate that the directive leadership style has no effect on the performance of the component of 1 Battalion b pioneer - Brimob Sumbawa. Although the directive leadership style has no effect on performance, but it is necessary to be concerned by the leader to always direct personnel in encouraging personnel to further improve performance. This is because the leader must be able to become a role model of its personnel so that the vision and mission of the institution can be implemented. The results of this study are in line with research conducted by Rompas, et al, (2018), where leadership style has no effect on performance. This means that or not the leadership style can not affect performance.

Then based on the results of multiple linear regression analysis showing leadership style has a value of 0.077 which means the leadership style has a positive direction. But it is no effective leadership style directive to performance is also supported by the distribution of respondents' responses that answered very disagree and disagree. Where the leader is not to inform subordinates about what his expectations. Leaders do not show sympathy to the problems faced. Then there is no work plan and work standard notice. And the leader is also less delivering direction in task completion.

### **The effect of motivation on performance**

Based on the results of the study, it can be concluded motivation affect the performance of component person 1 Battalion b pioneer - Brimob Sumbawa. Then based on the results of multiple linear regression analysis has a value of 0.296 has a positive direction, which means motivation has a positive effect on performance. This gives an overview by maintaining motivation then it may equate the attitude of the Institute with the person's ability. The results of this study are in line with Supriyadi research (2015), where motivation affects performance, meaning the better the pattern of motivation personnel then the performance of personnel is also increasing. The personnel always work together to help each other in completing the task given, and keeps the solidarity in its activities for the implementation of the personnel's task.

### **Discussion Effect of Performance**

The results showed that discipline has influential performance, meaning the higher the discipline rate of personnel then the performance of the component of 1 Battalion b pioneer - Brimob Sumbawa is increasing. Then based on the results of multiple linear regression analysis has a value of 0.408 has a positive direction, which means discipline has a positive effect on performance. Discipline has greatly affected personnel performing the task, in this case is expected to encourage institutions to further improve personnel performance in accordance with planned goals. The results of this research support the results of research conducted by Supriyadi (2015), where the medical support has effective

performance. Component Personnel 1 Battalion B Pioneer - Brimob Sumbawa makes discipline as a basis in performing the task, obeying all rules and commands. Personnel must have highly disciplial provey of essence and perform tasks with full sense of responsibility.

## CONCLUSION

Based on the results of the research it can be concluded that:

1. The directive leadership style has no effect on the performance of the Component personnel 1 Battalion b pioneer - Brimob Sumbawa. This is because of the level of significance of more than 5% or 0.05, where the significance level reaches 0.192. This means that the notice of directive leadership in work can not affect the performance. This is in accordance with the distribution of respondents' responses that answered very disagree and disagree. A total of 2% or 2 respondents answered very disagree on the leader to tell the subordinates of what his expectations. Then as much as 25% or 30 respondents answered disagree and 1% or 1 respondent answered very disagree, where leaders show sympathy to the problems faced. Adapting of 2% or 3 respondents answered disagree related to work planning and work standards. As well as 4% or 5 respondents answered disagree and 1% or 1 respondent answered very disagree related to leaders to provide direction in task completion.
2. Motivation affects the performance of the Component personnel 1 Battalion b pioneer - Brimob Sumbawa. It means the better the pattern of motivation personnel then the performance of personnel is also increasing. This is because the significance levels are less than 5% or 0.05, where the significance levels reach 0.000.
3. Discipline has influence the performance of the Component personnel 1 Battalion b pioneer - Brimob Sumbawa. It means the better discipline is applied then the performance of personnel will also increase. This is because the significance levels are less than 5% or 0.05, where the significance levels reach 0.000.

## SUGGESTIONS

The suggestions recommended by the researcher as follows:

1. For researchers can further add other variables that are not included in this study. Because the performance can be measured as much as 63.5% by the directive market of directive, motivation, and reputation, "remaining measures with other variables that are not included in this study.
2. Research is only limited to Component Components 1 Battalion B pioneer - Brimob Sumbawa, researchers can further expand the research area.
3. For the Leading of the Comparation 1 Battalion b pioneer - Brimob Sumbawa can increase its leadership style to improve personnel performance.

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