

The Influence of Leadership, Discipline, and Compensation on the Performance of Police Officers with Motivation as an Intervening Variable at the Banyuwangi Police Resort

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Abstrack

This study examines the effects of leadership, discipline, and compensation on the performance of police officers, with work motivation as an intervening variable, at Polresta Banyuwangi. The study is grounded in differences between empirical findings and theoretical perspectives regarding the roles of leadership, discipline, and compensation in improving employee performance, as well as inconsistencies in previous research concerning the mediating function of work motivation. Using an explanatory research design and a quantitative approach, a sample of 219 respondents was selected from a population of 484 officers using Slovin's formula and proportional random sampling. Data were collected through observation and Likert-scale questionnaires and analyzed using Partial Least Squares (WarpPLS 8.0). The results indicate that leadership has a positive and significant effect on both work motivation and performance. Discipline has a negative and significant effect on work motivation but a positive effect on performance. Compensation has a positive and significant effect on both work motivation and performance. Work motivation has a negative and significant effect on performance, indicating a tendency toward extrinsic motivation orientation. Model testing was conducted through partial and simultaneous relationship analyses using the coefficient of determination (R^2). The results show that leadership, discipline, and compensation jointly affect work motivation, while leadership, discipline, compensation, and work motivation simultaneously influence the performance of police officers. These findings recommend strengthening transformational leadership, balancing disciplinary enforcement with a humanistic coaching approach, and improving the compensation system to foster intrinsic motivation and enhance public service performance at Polresta Banyuwangi.

Keywords: *Leadership; Discipline; Compensation; Police Officers' Performance; Work Motivation*

Abstrak

Penelitian ini mengkaji pengaruh kepemimpinan, disiplin, dan kompensasi terhadap kinerja anggota Polri dengan motivasi kerja sebagai variabel intervening pada Polresta Banyuwangi berdasar pada perbedaan temuan empiris dan teoritis mengenai peran kepemimpinan, disiplin, dan kompensasi dalam meningkatkan kinerja pegawai, serta inkonsistensi hasil penelitian sebelumnya terkait fungsi motivasi sebagai variabel mediasi. Menggunakan desain eksplanatori dan pendekatan kuantitatif, sampel sebanyak 219 responden dipilih dari populasi 484 anggota melalui rumus Slovin dan proportional random sampling. Data dikumpulkan melalui observasi dan kuesioner Likert, kemudian dianalisis dengan *Partial Least Square* (WarpPLS 8.0). Hasil menunjukkan kepemimpinan berpengaruh positif signifikan terhadap motivasi dan juga terhadap kinerja. Disiplin berpengaruh negatif signifikan terhadap motivasi, namun positif terhadap kinerja. Kompensasi berpengaruh positif signifikan terhadap motivasi dan kinerja. Motivasi berpengaruh negatif signifikan terhadap kinerja, mengindikasikan orientasi motivasi yang cenderung bersifat ekstrinsik. Pengujian model dilakukan melalui analisis hubungan parsial dan simultan koefisien determinasi (R^2) pada variabel motivasi dan kinerja menunjukkan kepemimpinan, disiplin, dan kompensasi terbukti bersama-sama memengaruhi motivasi kerja, serta kepemimpinan, disiplin, kompensasi, dan motivasi kerja secara simultan memengaruhi kinerja anggota Polri di Polresta Banyuwangi. Temuan ini merekomendasikan penguatan kepemimpinan transformasional, penyeimbangan penerapan disiplin dengan pembinaan humanis, serta perbaikan sistem kompensasi untuk mendorong motivasi intrinsik dan meningkatkan kinerja pelayanan publik Polresta Banyuwangi.

Kata Kunci: Kepemimpinan; Disiplin; Kompensasi, Kinerja Anggota Polri; Motivasi

INTRODUCTION

Human Resource Management (HRM) plays a crucial role in managing human resources effectively and efficiently to achieve both organizational and individual objectives. According to Hasibuan (2021) and Afandi (2021), HRM encompasses various managerial functions, including workforce planning, recruitment, employee development, performance evaluation, and compensation management. The effective implementation of these functions is essential for ensuring organizational sustainability and improving employee productivity.

Employee performance is widely regarded as a key indicator of organizational success. Mangkunegara (2018) and Nurjaya (2021) explain that performance reflects both the quality and quantity of work achieved by employees in carrying out their assigned duties and responsibilities. Employee performance is influenced by various factors, including work discipline, motivation, leadership, and compensation. Consequently, organizations must continuously strengthen these factors to improve employee effectiveness and overall organizational outcomes.

Motivation is recognized as one of the primary determinants of employee behavior and performance. Siswanto (2005), Gibson (2011), and Yukl (2010) emphasize that both intrinsic and extrinsic motivation play important roles in encouraging productive work behavior and fostering employee discipline. Employees with high levels of motivation tend to demonstrate greater commitment, responsibility, and persistence in achieving organizational goals. Therefore, motivation serves as a critical mechanism through which organizational practices influence employee performance.

In addition to motivation, compensation is another important factor affecting employee attitudes and work outcomes. Sinambela (2019) and Gomez-Mejia et al. (2016) argue that fair and transparent compensation systems, including both financial and non-financial rewards, can enhance employee motivation while reducing workplace stress. Employees who perceive compensation as equitable are more likely to develop positive work attitudes and demonstrate higher levels of performance. As a result,

compensation has become an important managerial instrument for increasing organizational effectiveness and employee satisfaction.

Previous empirical studies have consistently demonstrated that leadership, discipline, and compensation significantly influence employee motivation and performance. However, the magnitude and direction of these relationships often vary depending on organizational context, employee characteristics, and workplace environments (Sukaisih et al., 2022; Hafidzi et al., 2023; Fithriyyah NR, 2023). These variations indicate that organizational factors may operate differently across institutions and therefore require further investigation in specific organizational settings.

Within the context of Polresta Banyuwangi, the enhancement of inspirational leadership, proportional disciplinary practices, equitable compensation systems, and strong work motivation is considered essential for improving the performance of police officers. These factors are expected to support the delivery of professional, responsive, and ethical public services while ensuring compliance with established operational standards and procedures. Ultimately, effective human resource management practices contribute to strengthening public trust and promoting a positive image of the Indonesian National Police.

Performance data from Polresta Banyuwangi during the 2022–2024 period indicate an overall improvement in police officers' performance, although progress has not been evenly distributed across all performance dimensions. Mangkunegara (2018) and Nurjaya (2021) explain that performance encompasses not only the quality and quantity of work outcomes but also discipline, ethics, professional competence, innovation, and job satisfaction. The quality of task implementation increased from 90% in 2022 to 95% in 2024, suggesting that effective leadership and work motivation, both intrinsic and extrinsic, contribute to the optimization of job performance.

Nevertheless, work discipline remains relatively low, ranging between 80% and 82%, indicating the need for more consistent leadership practices and adequate compensation mechanisms to strengthen employee discipline and sustain work motivation. Meanwhile, indicators related to service ethics, professionalism, competence, and innovation have generally remained within the range of 90% to 95%.

Despite these positive outcomes, innovative performance remains limited, potentially due to the persistence of hierarchical leadership patterns within the organization.

The improvement of employee performance and public satisfaction is also influenced by factors related to welfare, recognition, legal protection, and opportunities for self-development through education and training programs (Hasibuan, 2019; Sutrisno, 2020). Furthermore, the implementation of digital-based technologies, such as the GPS Patrol Tracker and the “SIAP Digital Mapping” application, has supported attendance monitoring, supervision, and performance allowance distribution, thereby enhancing discipline and operational effectiveness.

These conditions indicate that inspirational leadership, proportional disciplinary practices, and fair compensation systems constitute important organizational factors in fostering employee motivation. Work motivation, in turn, may function as a mediating mechanism through which leadership, discipline, and compensation influence the performance of police officers. Therefore, this study aims to examine the influence of leadership, discipline, and compensation on the performance of police officers, with work motivation serving as an intervening variable at Polresta Banyuwangi. The findings are expected to contribute to the development of human resource management practices within law enforcement institutions and provide empirical evidence regarding the role of motivation in explaining employee performance.

LITERATURE REVIEW

Leadership

Leadership is widely recognized as a critical factor in determining organizational effectiveness and employee performance. Effective leadership enables leaders to influence, direct, and motivate subordinates toward the achievement of organizational objectives. According to Yukl (2013), leadership effectiveness can be assessed through several indicators, including organizational performance and goal achievement, followers’ perceptions and attitudes toward leaders, group process quality, and leaders’ career success. These indicators reflect a leader’s ability not only to achieve organizational targets but also to foster positive relationships and collaborative work environments. Within public organizations, particularly law enforcement institutions,

effective leadership is essential for promoting professionalism, accountability, and commitment among personnel.

Work Discipline

Work discipline represents an employee's willingness and awareness to comply with organizational regulations, procedures, and standards. Discipline is considered a fundamental element in maintaining organizational order and ensuring the effective implementation of tasks. Hasibuan (2021) identifies several indicators of work discipline, including goals and abilities, leadership example, compensation, fairness, direct supervision, disciplinary sanctions, decisiveness, and human relations. In highly structured organizations such as the Indonesian National Police, discipline serves as an essential mechanism for maintaining operational effectiveness, enhancing accountability, and ensuring compliance with institutional rules. Employees who demonstrate a high level of discipline are more likely to perform their duties effectively and contribute positively to organizational outcomes. Kompensasi

Compensation

Compensation refers to all forms of rewards provided by organizations in return for employees' contributions and services. Compensation plays a strategic role in attracting, retaining, and motivating employees. According to Sinambela (2016), compensation consists of several components, including salary, incentives, allowances, and facilities. An equitable and transparent compensation system can improve employee satisfaction, increase organizational commitment, and strengthen work motivation. Conversely, inadequate compensation may reduce employee morale and negatively affect performance. Therefore, compensation is considered one of the most important organizational mechanisms for improving both employee motivation and productivity.

Work Motivation

Work motivation refers to the internal and external driving forces that encourage individuals to perform their duties and pursue organizational objectives. Motivation influences employees' attitudes, behaviors, and levels of effort in completing assigned

tasks. Based on Maslow's hierarchy of needs theory (2013), motivation can be explained through five categories of needs: physiological needs, safety and security needs, social needs, esteem needs, and self-actualization needs. Employees whose needs are adequately fulfilled are generally more motivated to contribute to organizational success. Consequently, motivation is often regarded as a crucial mediating variable linking organizational practices with employee performance outcomes.

Police Officers' Performance

Performance reflects the extent to which employees successfully accomplish organizational objectives and assigned responsibilities. It represents both the quality and quantity of work achieved within a specified period. Employee performance is commonly evaluated through several dimensions, including work quality, quantity of output, timeliness, effectiveness, and independence in carrying out tasks. In the context of policing, performance is particularly important because it directly affects public service quality, law enforcement effectiveness, and community trust. Therefore, understanding the factors that influence police officers' performance is essential for improving organizational effectiveness and achieving institutional goals.

Based on the theoretical perspectives and empirical evidence discussed above, this study proposes a conceptual model in which leadership, work discipline, and compensation serve as exogenous variables influencing police officers' performance both directly and indirectly through work motivation as an intervening variable. This framework is developed to explain the mechanisms through which organizational factors contribute to employee performance within the context of public law enforcement institutions.

RESEARCH METHODS

This study employed an explanatory research design using a quantitative approach. According to Sugiyono (2017), explanatory research is intended to explain the relationships among variables and to examine the influence of one variable on another. The quantitative approach was selected because it enables the measurement and

analysis of causal relationships among leadership, work discipline, compensation, work motivation, and police officers' performance.

The population of this study consisted of 484 police officers serving at the Banyuwangi Resort Police Department (Polresta Banyuwangi). To determine the appropriate sample size, the Slovin formula was applied with a margin of error of 5% (0.05). Based on this calculation, a total sample of 219 respondents was obtained. The collected data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through WarpPLS version 8.0. Partial Least Squares is a multivariate statistical technique that enables simultaneous analysis of multiple dependent and independent variables. T

his method is particularly suitable for examining complex causal relationships involving mediating variables and latent constructs. The analysis was conducted in two stages. First, the measurement model (outer model) was evaluated through validity and reliability testing to assess the quality of the measurement instruments. Convergent validity was examined using factor loadings, while discriminant validity was assessed through cross-loadings. Reliability was evaluated using Composite Reliability (CR) and Cronbach's Alpha coefficients. Second, the structural model (inner model) was assessed to examine the hypothesized relationships among variables. The structural model evaluation included the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), multicollinearity testing through Variance Inflation Factor (VIF), model fit assessment, and hypothesis testing using path coefficients and p-values generated through the bootstrapping procedure. The significance level adopted in this study was 5% ($\alpha = 0.05$). A hypothesis was considered supported when the p-value was less than 0.05, indicating a statistically significant relationship between the variables under investigation.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study consisted of 219 police officers serving at the Banyuwangi Resort Police Department (Polresta Banyuwangi). The demographic

profile of respondents was analyzed based on gender, age, and educational background to provide a general overview of the study participants.

1. Gender Distribution

Table 1. Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	189	86.3%
Female	30	13.7%
Total	219	100.0%

Source: Processed Primary Data (2025)

2. Age Distribution

Table 2. Age Distribution of Respondents

Usia	Jumlah	%
21 – 30 years	58	26.5%
31 – 40 years	82	37.4%
41 – 50 years	54	24.7%
> 50 years	25	11.4%
Total	219	100.0%

Source: Processed Primary Data (2025)

3. Educational Background

Table 3. Educational Background of Respondents

Pendidikan	Jumlah	%
Senior High School	84	38.4%
Diploma	41	18.7%
Bachelor's Degree	71	32.4%
Master's Degree	23	10.5%
Total	219	100.0%

Source: Processed Primary Data (2025)

Descriptive Analysis of Research Variables

Descriptive analysis was conducted to provide a general overview of respondents' perceptions regarding leadership, work discipline, compensation, work motivation, and police officers' performance. The analysis was based on responses collected using a five-point Likert scale, where higher mean scores indicate more favorable perceptions of the respective constructs.

The results reveal that all research variables, namely leadership, work discipline, compensation, work motivation, and police officers' performance, were generally categorized as moderately good. These findings indicate that organizational conditions within Polresta Banyuwangi have been functioning relatively well, although several areas still require further improvement. Among all variables examined, compensation demonstrated the highest mean score, indicating that respondents perceived compensation practices more positively than other organizational factors. This finding suggests that financial and non-financial rewards provided by the organization have been relatively satisfactory from the perspective of police officers. Conversely, leadership recorded the lowest mean score among the investigated variables, indicating that leadership remains the area requiring the greatest improvement. This result suggests the need for stronger leadership practices, particularly those emphasizing communication, inspiration, participation, and employee empowerment. At the indicator level, the highest mean score was observed for indicator X3.5 within the compensation construct, whereas the lowest mean score was found for indicator X2.8 within the work discipline construct. These findings indicate that although compensation is generally perceived positively, certain aspects of work discipline still require attention from organizational leaders. For the police officers' performance variable, the highest mean values were recorded for indicators Y1, Y2, and Y6, while the lowest mean value was observed for indicator Y8. Regarding work motivation, indicator Z7 achieved the highest mean score, whereas indicator Z8 recorded the lowest mean score.

Overall, the descriptive findings indicate that leadership, work discipline, compensation, work motivation, and police officers' performance are operating at a relatively satisfactory level. Nevertheless, leadership and work discipline remain the two organizational dimensions that require greater attention and improvement. These descriptive results provide an important foundation for subsequent inferential analyses aimed at examining the direct and indirect effects of leadership, work discipline, and compensation on police officers' performance through work motivation as an intervening variable.

Measurement Model Assessment (Outer Model)

Before testing the structural relationships among variables, the measurement model was evaluated to assess the validity and reliability of the research instruments. The evaluation included convergent validity, discriminant validity, and reliability testing using WarpPLS 8.0.

1. Validity Test

1) Convergent Validity

Convergent validity was assessed by examining the factor loading values of each indicator. According to Hair et al. (2019), an indicator is considered valid when its loading factor exceeds 0.70 and its p-value is statistically significant. The results indicate that all indicators demonstrated loading factors greater than 0.70 and p-values below 0.001. Therefore, all measurement indicators were considered valid and adequately represented their respective latent constructs.:

Tabel Nilai Factor Loading

Construct	Number of Indicators	Loading Factor Range	Average Loading	Interpretatio	Construct
Leadership (X1)	X1.1	0.772	0.059	< 0.001	Valid
	X1.2	0.796	0.058	< 0.001	Valid
	X1.3	0.790	0.058	< 0.001	Valid
	X1.4	0.789	0.058	< 0.001	Valid
	X1.5	0.748	0.059	< 0.001	Valid
	X1.6	0.799	0.058	< 0.001	Valid
	X1.7	0.767	0.059	< 0.001	Valid
	X1.8	0.785	0.058	< 0.001	Valid
Work Discipline (X2)	X2.1	0.758	0.059	< 0.001	Valid
	X2.2	0.785	0.059	< 0.001	Valid
	X2.3	0.757	0.059	< 0.001	Valid
	X2.4	0.786	0.058	< 0.001	Valid
	X2.5	0.740	0.059	< 0.001	Valid
	X2.6	0.768	0.059	< 0.001	Valid
	X2.7	0.804	0.058	< 0.001	Valid
	X2.8	0.790	0.058	< 0.001	Valid
Compensation (X3)	X3.1	0.818	0.058	< 0.001	Valid
	X3.2	0.793	0.058	< 0.001	Valid
	X3.3	0.792	0.058	< 0.001	Valid

Construct	Number of Indicators	Loading Factor Range	Average Loading	Interpretatio	Construct
Police Officers' Performance (Y)	X3.4	0.806	0.058	< 0.001	Valid
	X3.5	0.764	0.059	< 0.001	Valid
	X3.6	0.801	0.058	< 0.001	Valid
	X3.7	0.831	0.058	< 0.001	Valid
	X3.8	0.799	0.058	< 0.001	Valid
	Y1	0.745	0.059	< 0.001	Valid
	Y2	0.772	0.059	< 0.001	Valid
	Y3	0.767	0.059	< 0.001	Valid
	Y4	0.760	0.059	< 0.001	Valid
	Y5	0.791	0.058	< 0.001	Valid
	Y6	0.734	0.059	< 0.001	Valid
	Y7	0.767	0.059	< 0.001	Valid
	Y8	0.790	0.058	< 0.001	Valid
	Y9	0.783	0.059	< 0.001	Valid
Work Motivation (Z)	Y10	0.758	0.059	< 0.001	Valid
	Y11	0.746	0.059	< 0.001	Valid
	Y12	0.770	0.059	< 0.001	Valid
	Z1	0.748	0.059	< 0.001	Valid
	Z2	0.742	0.059	< 0.001	Valid
	Z3	0.755	0.059	< 0.001	Valid
	Z4	0.767	0.059	< 0.001	Valid
	Z5	0.772	0.059	< 0.001	Valid
	Z6	0.767	0.059	< 0.001	Valid
Z7	0.792	0.058	< 0.001	Valid	
Z8	0.745	0.059	< 0.001	Valid	

Source: WarpPLS 8.0 Output, Processed Data (2025)

2) Discriminant Validity

Discriminant validity was evaluated using the combined loadings and cross-loadings approach. A construct is considered to possess adequate discriminant validity when each indicator loads more strongly on its assigned construct than on any other construct. The results revealed that all indicators had higher loadings on their respective constructs compared to cross-loadings on other constructs. These findings confirm that each construct is empirically distinct and measures a unique

conceptual domain.

Table 5. Discriminant Validity Criteria

Indicator	Leadership	Work Discipline	Compensation	Performance	Motivation	Dominan Construct
X1.1	0.772	-0.083	0.073	-0.033	-0.072	Leadership
X1.2	0.796	0.046	0.008	-0.052	-0.012	Leadership
X1.3	0.790	0.011	0.000	0.000	-0.036	Leadership
X1.4	0.789	-0.005	0.044	0.044	0.039	Leadership
X1.5	0.748	0.067	0.002	0.002	0.007	Leadership
X1.6	0.799	-0.041	0.046	0.046	0.007	Leadership
X1.7	0.767	0.050	0.000	0.000	0.043	Leadership
X1.8	0.785	-0.041	-0.007	-0.007	0.024	Leadership
X2.1	0.145	0.758	-0.047	-0.066	-0.041	Work Discipline
X2.2	-0.034	0.785	0.036	0.054	0.020	Work Discipline
X2.3	-0.091	0.757	0.093	0.059	0.039	Work Discipline
X2.4	0.025	0.786	-0.015	-0.071	-0.037	Work Discipline
X2.5	0.008	0.740	-0.053	0.028	0.018	Work Discipline
X2.6	-0.002	0.768	0.080	-0.035	-0.095	Work Discipline
X2.7	-0.115	0.804	-0.026	-0.023	0.024	Work Discipline
X2.8	-0.013	0.790	-0.068	0.055	0.070	Work Discipline
X3.1	-0.015	-0.035	0.818	0.074	0.017	Compensation
X3.2	-0.013	-0.061	0.793	0.111	0.035	Compensation
X3.3	-0.007	0.018	0.792	-0.027	-0.058	Compensation
X3.4	0.075	-0.043	0.806	-0.048	-0.020	Compensation
X3.5	0.054	0.039	0.764	-0.043	-0.005	Compensation
X3.6	0.053	0.029	0.801	-0.020	-0.025	Compensation
X3.7	0.008	0.050	0.831	-0.023	0.016	Compensation
X3.8	-0.051	0.005	0.799	-0.026	0.039	Compensation
Y1	-0.049	0.109	0.092	0.745	-0.106	Performance
Y2	0.066	-0.003	-0.019	0.772	-0.105	Performance
Y3	0.075	0.095	-0.012	0.767	-0.021	Performance
Y4	-0.018	-0.035	0.072	0.760	-0.029	Performance
Y5	0.056	-0.002	-0.069	0.791	0.078	Performance
Y6	-0.072	0.042	-0.025	0.734	0.412	Performance
Y7	0.116	-0.103	-0.068	0.767	-0.028	Performance
Y8	-0.15	-0.019	0.067	0.790	-0.001	Performance
Y9	-0.026	-0.038	-0.061	0.783	0.013	Performance
Y10	-0.091	-0.026	-0.029	0.758	0.073	Performance
Y11	-0.025	-0.047	0.019	0.746	-0.022	Performance
Y12	-0.023	0.035	0.036	0.770	0.007	Performance
Z1	-0.103	-0.050	-0.062	0.003	0.748	Motivation
Z2	-0.067	-0.058	0.0400	0.099	0.742	Motivation
Z3	0.052	-0.033	0.040	-0.022	0.755	Motivation
Z4	0.083	0.121	0.031	-0.151	0.767	Motivation
Z5	-0.038	0.085	-0.019	0.028	0.772	Motivation
Z6	-0.001	-0.015	-0.071	0.048	0.767	Motivation
Z7	0.066	-0.048	-0.088	-0.012	0.792	Motivation
Z8	0.002	-0.006	0.011	0.011	0.745	Motivation

Source: WarpPLS 8.0 Output, Processed Data (2025)

The discriminant validity assessment confirms that leadership, work discipline, compensation, work motivation, and police officers’ performance are conceptually and statistically distinguishable constructs.

2. Reliability Test

Reliability was evaluated using Composite Reliability (CR), Cronbach’s Alpha (CA), and Average Variance Extracted (AVE). According to Hair et al. (2019), reliability is considered satisfactory when Composite Reliability and Cronbach’s Alpha values exceed 0.70, while AVE values should exceed 0.50.

Table 6. Reliability Test Results

Variable	Composite Reliability	Cronbach’s Alpha	AVE	Reliability Status	Variable	Composite Reliability
Leadership (X1)	0.936	0.908	0.614	Highly Reliable	Highly Reliable	Valid (AVE>0.5)
Work Discipline (X2)	0.923	0.904	0.594	Highly Reliable	Highly Reliable	Valid (AVE>0.5)
Compensation (X3)	0.935	0.920	0.636	Highly Reliable	Highly Reliable	Valid (AVE>0.5)
Performance (Y)	0.944	0.936	0.590	Highly Reliable	Highly Reliable	Valid (AVE>0.5)
Motivation (Z)	0.917	0.896	0.572	Highly Reliable	Highly Reliable	Valid (AVE>0.5)

Source: WarpPLS 8.0 Output, Processed Data (2025)

Structural Model Assessment (Inner Model)

Tabel Uji Inner Model

Endogenous Variable	R-Square	Adjusted R-Square	Q-Square	Kategori
Motivation (Z)	0.325	0.314	0.323	32.5% Explained by Leadership, Work Discipline, and Compensation
Performance (Y)	0.460	0.448	0.463	46.0% Explained by Leadership, Work Discipline, Compensation, and Work Motivation

Source: WarpPLS 8.0 Output, Processed Data (2025)

Structural Equation Model

The structural relationships among variables can be expressed through the following equations:

a. Work Motivation Equation

$$Z = 0.186X_1 + 0.272X_2 + 0.361X_3 + 0.320Y + \varepsilon_1$$

Where:

X_1 = Leadership

X_2 = Work Discipline

X_3 = Compensation

Z = Work Motivation

ε_1 = Error Term

b. Police Officers' Performance Equation

The equation demonstrates that leadership, work discipline, and compensation positively affect performance, while work motivation shows a negative relationship with performance:

$$Y = 0.242X_1 + 0.263X_2 + 0.326X_3 + 0.437Z + \varepsilon_2$$

Where:

Y = Police Officers' Performance

ε_2 = Error Term

Goodness of Fit

Hasil uji *Goodness of Fit* WarpPLS 8.0 adalah sebagai berikut.

Table Goodness Of Fit

Fit Index	Value	Criterion	Interpretation
Average Path Coefficient (APC)	0.298	$P < 0.001$	Significant
Average R-squared (ARS)	0.393	$P < 0.001$	Significant
Average Adjusted R-squared (AARS)	0.383	$P < 0.001$	Significant
Average Block VIF (AVIF)	1.327	≤ 5 , ideal ≤ 3.3	Excellent
Average Full Collinearity VIF (AFVIF)	1.656	≤ 5 , ideal ≤ 3.3	Excellent
Tenenhaus GoF	0.487	Small ≥ 0.1 , Medium ≥ 0.25 Large ≥ 0.36	Large

Fit Index	Value	Criterion	Interpretation
Simpson's Paradox Ratio (SPR)	1.000	≥ 0.7 , ideal = 1	Ideal
R-squared Contribution Ratio (RSCR)	1.000	≥ 0.9 , ideal = 1	Ideal
Statistical Suppression Ratio (SSR)	0.857	≥ 0.7	Excellent
Nonlinear Bivariate Causality Directon Ratio	0.857	≥ 0.7	Good

Source: WarpPLS 8.0 Output, Processed Data (2025)

The model fit indices indicate that the proposed model meets all recommended criteria. The Tenenhaus GoF value of 0.487 exceeds the threshold for a large effect size, suggesting that the model possesses strong explanatory capability. Additionally, all VIF values fall below the recommended limit, indicating the absence of multicollinearity issues.

Uji Signifkansi Koefisien Jalur

Path coefficient analysis was conducted to examine the magnitude and significance of the direct relationships among variables.

Table Path Coefficients and Hypothesis Testing Results

Hypothesis	Path Coefficient (β)	p-value	Effect Size (f^2)	Result	Status
H1	0.242	0.002	0.065	0.073	Significant
H2	0.263	<0.001	0.064	0.091	Significant
H3	0.326	<0.001	0.063	0.161	Significant
H4	-0.437	<0.001	0.065	0.094	Significant
H5	0.186	<0.001	0.064	0.130	Significant
H6	-0.272	<0.001	0.064	0.099	Significant
H7	0.361	<0.001	0.062	0.137	Significant

Source: WarpPLS 8.0 Output, Processed Data (2025)

1. Effect Size (f^2)

Tabel Effect Size (f^2)

Hypothesis	Effect Size	Intepretasi
H1	0.073	Weak
H2	0.091	Moderate
H3	0.161	Strong
H4	0.094	Moderate
H5	0.130	Moderate
H6	0.099	Sedang
H7	0.137	Moderate

Source: WarpPLS 8.0 Output, Processed Data (2025)

2. VIF (Multicollinearity)

Table VIF (Multicollinearity) antar Variabel Laten

Variabel	Full Collinearity VIF	Status
Leadership (X1)	1.665	No Multicollinearity
Work Discipline (X2)	1.399	No Multicollinearity
Compensation (X3)	1.668	No Multicollinearity
Performance (Y)	1.855	No Multicollinearity
Motivation (Z)	1.695	No Multicollinearity

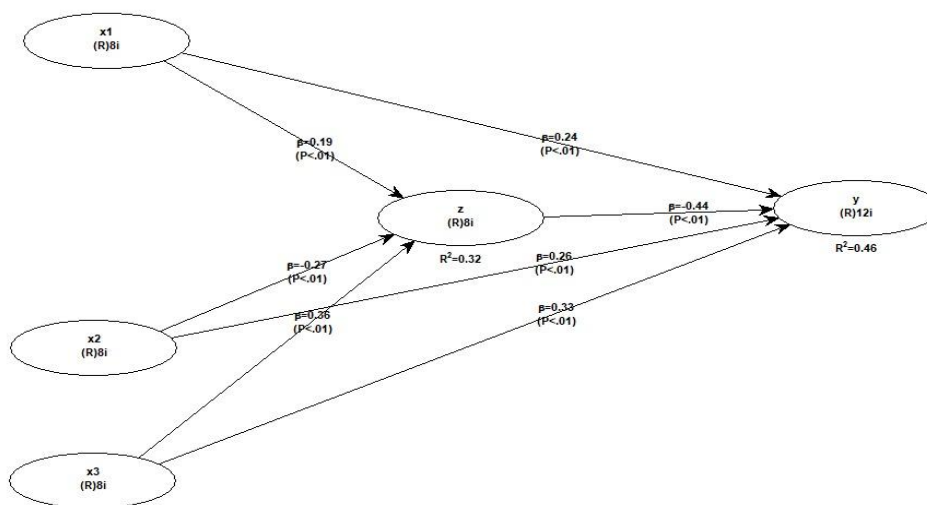
Source: WarpPLS 8.0 Output, Processed Data (2025)

Structural Model Testing Results (Hypothesis Testing)

Table Results of Direct and Indirect Effects

Hypothesis	Dirrect Effect	Indirrect Effect	Efek Total	P-value	Status
H1	0.186	-	0.186	0.002	Significant (Weak)
H2	-0.272	-	-0.272	0.186	Significant
H3	0.361	-	0.361	-0.272	Significant
H4	-0.437	-	-0.437	<0.001	Significant
H5	0.242	-0.081	0.161	0.043	Significant
H6	0.263	0.119	0.382	0.006	Significant
H7	0.326	-.158	0.168	<0.001	Significant

Source: WarpPLS 8.0 Output, Processed Data (2025)



Source: WarpPLS 8.0 Output, Processed Data (2025)

Figure Research Model of Direct and Indirect Effects

Indirect Effect

The indirect effect testing or mediation analysis was conducted using WarpPLS 8.0 based on data collected from 219 respondents. The results of the indirect effect analysis are presented as follows:

Table Indirect Effect

Hypothesis	Coefficient	Std. Error	P-Value	Effect Size
H8	-0.081	0.047	0.043	0.032
H9	0.119	0.047	0.006	0.059
H10	-0.158	0.046	<0.001	0.048

Source: WarpPLS 8.0 Output, Processed Data (2025)

DISCUSSION

The Effect of Leadership on Work Motivation

The results indicate that leadership has a positive and significant effect on work motivation among police officers at Polresta Banyuwangi, with a path coefficient of 0.186 and a p-value of 0.002. This finding suggests that improved leadership practices contribute to higher levels of employee motivation. Effective leaders are capable of providing direction, support, and inspiration, thereby encouraging subordinates to perform their duties with greater commitment and responsibility. This finding is consistent with previous studies conducted by Sukaisih et al. (2022), Bahri (2020), Hulu et al. (2021), Suryanto (2019), and Lamere et al. (2021), all of which reported that leadership significantly influences work motivation. However, this result differs from the findings of Fitri et al. (2023) and Timas et al. (2023), who found no significant relationship between leadership and employee motivation. From a theoretical perspective, the finding supports Yukl's leadership theory, which emphasizes that effective leadership can shape employee attitudes and encourage higher levels of motivation through guidance, communication, and influence. Within the context of law enforcement organizations, leadership serves as an essential mechanism for promoting discipline, commitment, and organizational loyalty.

The Effect of Work Discipline on Work Motivation

The analysis reveals that work discipline has a negative and significant effect on work motivation, with a path coefficient of -0.272 and a p-value below 0.001. This finding suggests that excessively rigid disciplinary practices may reduce employee motivation. Although the relationship is negative, the effect remains statistically significant, indicating that disciplinary enforcement influences motivational outcomes among police officers. This result is consistent with the studies of Sitepu et al. (2024), Suryanto (2019), Mufarrohah and Sumartik (2022), Bukit et al. (2023), and Asiati et al. (2023), which reported a significant relationship between discipline and work motivation. However, it differs from the findings of Rahman et al. (2023) and Nurhuda (2019), who reported no significant influence of work discipline on motivation. These findings suggest that disciplinary mechanisms within police organizations should be balanced with supportive and developmental approaches. Excessive control may create psychological pressure and reduce intrinsic motivation, whereas fair and proportional discipline may foster positive work attitudes.

The Effect of Compensation on Work Motivation

The results show that compensation has a positive and significant effect on work motivation, with a path coefficient of 0.361 and a p-value below 0.001. This finding indicates that better compensation systems contribute substantially to enhancing employee motivation. The result supports the studies of Fauzi et al. (2023), Hafidzi et al. (2023), Madume et al. (2024), and Ervina et al. (2022), which demonstrated that compensation significantly affects employee motivation. However, it contrasts with the findings of Ginting et al. (2024), who reported no significant relationship between compensation and motivation.

Theoretically, this finding supports the views of Sinambela (2016) and Maslow (2013), who argue that compensation fulfills employees' economic and psychological needs. Adequate compensation increases employees' perceptions of fairness and organizational support, thereby strengthening their motivation to perform effectively.

The Effect of Work Motivation on Police Officers' Performance

The findings reveal that work motivation has a negative and significant effect on police officers' performance, with a path coefficient of -0.437 and a p-value below 0.001. This result is particularly interesting because it indicates an inverse relationship between motivation and performance. The negative relationship suggests that the existing motivational conditions among police officers may be predominantly extrinsic rather than intrinsic. When motivation is heavily dependent on external rewards, employees may focus more on obtaining incentives than on improving performance quality and organizational commitment.

This finding supports previous studies conducted by Sukaisih et al. (2022), Suryanto (2020), Bahri (2020), Supriatna et al. (2024), and Rusydi (2021). However, it differs from the studies of Salsabilla et al. (2024), Lamere et al. (2021), Ervina et al. (2022), Sitepu et al. (2024), Uzor Lois et al. (2024), and Deviyana et al. (2023), which found no significant relationship between motivation and employee performance. The result highlights the importance of developing intrinsic motivation among police officers by emphasizing professional pride, public service values, and opportunities for personal growth rather than relying solely on external rewards.

The Effect of Leadership on Police Officers' Performance

The results demonstrate that leadership positively and significantly affects police officers' performance, with a path coefficient of 0.242 and a p-value of 0.006. This finding indicates that effective leadership contributes directly to improved employee performance. Leaders who provide clear direction, constructive feedback, and moral support can enhance employees' confidence and commitment to organizational objectives. In police organizations characterized by hierarchical structures, leadership plays a particularly important role in shaping work behavior and ensuring effective task execution.

This finding is consistent with previous studies conducted by An Nazwa et al. (2024), Ropianah et al. (2024), Sukaisih et al. (2022), Bahri (2020), Nasution et al. (2024), Pateda et al. (2024), Sabila et al. (2020), Yuliani et al. (2023), Mufina et al. (2023), Anggreini et al. (2024), and Wijaya (2024). However, it differs from the

findings of Rusydi (2021), Chotimah and Resmiatini (2024), Iskandar (2019), and Mulsiansyah (2023), who reported no significant effect of leadership on employee performance.

The Effect of Work Discipline on Police Officers' Performance

The analysis indicates that work discipline has a positive and significant effect on police officers' performance, with a path coefficient of 0.263 and a p-value of 0.043. This finding suggests that higher levels of discipline contribute to better performance outcomes. In law enforcement organizations, discipline is fundamental to ensuring compliance with operational procedures, ethical standards, and organizational regulations. Employees who consistently adhere to these standards are more likely to perform effectively and efficiently. This result supports the findings of Khasanah et al. (2024), Sahira et al. (2024), Mufidah et al. (2024), and Affandy and Hajar (2024), which demonstrated that work discipline significantly influences employee performance. However, it differs from the studies of Uleng et al. (2023) and Yanuarso (2022), which reported no significant relationship between discipline and performance.

The Effect of Compensation on Police Officers' Performance

The findings reveal that compensation positively and significantly affects police officers' performance, with a path coefficient of 0.326 and a p-value below 0.001. This result indicates that fair and adequate compensation contributes to improved employee performance. Compensation serves not only as a financial reward but also as a form of organizational recognition for employees' contributions. When employees perceive compensation as equitable, they are more likely to demonstrate greater commitment, job satisfaction, and performance.

This finding is consistent with the studies of Hafidzi et al. (2024), Ervina et al. (2022), Sitepu et al. (2024), and Bukit et al. (2023), which reported a positive and significant effect of compensation on employee performance. However, it differs from the findings of Suryanto (2020), who reported no significant relationship between compensation and performance.

The Effect of Leadership on Police Officers' Performance through Work Motivation

The results indicate that leadership has a negative and significant indirect effect on police officers' performance through work motivation, with a path coefficient of -0.081 and a p-value of 0.043. This finding demonstrates that work motivation significantly mediates the relationship between leadership and performance; however, the mediation effect occurs in a negative direction.

This result suggests that although leadership contributes positively to employee motivation, the form of motivation generated may not necessarily translate into improved performance outcomes. In organizational contexts where motivation is predominantly extrinsic, employees may become more focused on rewards and recognition rather than on enhancing productivity and service quality.

The finding is consistent with the studies of Sukaisih et al. (2022), Hafidzi et al. (2023), and Mufarrohah and Sumartik (2022), which reported that work motivation mediates the relationship between leadership and employee performance. However, it differs from the findings of Bahri (2020), Lamere et al. (2021), Fitri et al. (2023), and Mulsiansyah (2023), who found that motivation did not mediate the influence of leadership on performance.

From a theoretical perspective, this result can be explained through Transformational Leadership Theory (Bass & Avolio, 1994) and Self-Determination Theory (Deci & Ryan, 1985). These theories suggest that leadership is most effective when it fosters intrinsic motivation through inspiration, autonomy, and psychological support. Conversely, leadership approaches that rely heavily on authority and instruction may encourage extrinsic motivation, which may not always lead to sustainable performance improvements.

The Effect of Work Discipline on Police Officers' Performance through Work Motivation

The findings reveal that work discipline has a positive and significant indirect effect on police officers' performance through work motivation, with a path coefficient of 0.119 and a p-value of 0.006. This result indicates that work motivation successfully

mediates the relationship between discipline and performance. The positive mediation effect suggests that disciplinary practices can enhance employee motivation when implemented appropriately. Employees who understand and accept organizational rules are more likely to develop positive work attitudes, stronger commitment, and greater responsibility, which ultimately contribute to improved performance.

This finding supports the studies of Fithriyyah NR (2023) and Wijaya (2021), which demonstrated that work motivation mediates the relationship between discipline and employee performance. However, it differs from the findings of Sitepu et al. (2024), Deviyana et al. (2023), and Rahman et al. (2023), who reported that motivation did not mediate the effect of discipline on performance.

The result is also consistent with the perspectives of Hasibuan (2018) and Robbins and Judge (2019), who argue that discipline serves as a foundation for productive work behavior and organizational effectiveness. When accompanied by guidance and appreciation, discipline can strengthen motivation and encourage employees to achieve higher levels of performance.

The Effect of Compensation on Police Officers' Performance through Work Motivation

The results indicate that compensation has a negative and significant indirect effect on police officers' performance through work motivation, with a path coefficient of -0.158 and a p-value below 0.001. This finding demonstrates that work motivation significantly mediates the relationship between compensation and performance, although the mediation effect is negative.

This result suggests that excessive reliance on compensation as a motivational tool may unintentionally reduce employees' intrinsic motivation. When employees become primarily motivated by financial rewards, their focus may shift away from professional responsibility and organizational commitment toward personal gain. The finding supports the studies of Hafidzi et al. (2023), Wijaya (2021), and Sri Maryani et al. (2020), which found that motivation mediates the relationship between compensation and employee performance. However, it differs from the findings of Ervina et al. (2022)

and Sitepu et al. (2024), who reported that motivation did not mediate the effect of compensation on performance.

From a theoretical standpoint, this finding is consistent with Self-Determination Theory (Deci & Ryan, 1985), which suggests that excessive external rewards may undermine intrinsic motivation. Employees who initially perform their duties out of professional pride and personal responsibility may gradually become dependent on financial incentives, thereby weakening the internal drive necessary for sustained performance improvement.

CONCLUSION

This study examined the effects of leadership, work discipline, and compensation on police officers' performance, with work motivation serving as an intervening variable, at the Banyuwangi Resort Police Department (Polresta Banyuwangi). The findings indicate that leadership has a positive and significant effect on work motivation, while work discipline has a negative and significant effect on work motivation. Compensation was found to positively and significantly influence work motivation. Furthermore, work motivation demonstrated a negative and significant effect on police officers' performance. The study also revealed that leadership, work discipline, and compensation each exert a positive and significant direct influence on police officers' performance. These findings confirm the importance of organizational and managerial factors in shaping employee performance within public law enforcement institutions.

Regarding indirect relationships, work motivation was found to mediate the effects of leadership, work discipline, and compensation on performance. Specifically, motivation negatively mediated the relationships between leadership and performance as well as compensation and performance, while positively mediating the relationship between work discipline and performance. Overall, the results suggest that improving police officers' performance requires not only effective leadership, fair compensation systems, and appropriate disciplinary practices but also the development of intrinsic motivation. Organizational policies should therefore focus on fostering professionalism,

commitment, public service values, and personal development opportunities in order to achieve sustainable performance improvement among police personnel.

Recommendations

Based on the findings of this study, it is recommended that the leadership of Polresta Banyuwangi strengthen inspirational, communicative, and participatory leadership practices to enhance employee engagement and organizational effectiveness. In addition, disciplinary policies should be implemented proportionally through a humanistic approach that emphasizes guidance and professional development rather than solely punitive measures. Furthermore, the organization is encouraged to establish a fair and transparent compensation system to foster officers' intrinsic motivation and commitment to their duties.

Employee development programs should focus on strengthening professionalism, ethical awareness, and moral responsibility among police officers. At the same time, a collaborative work culture and a performance-based recognition system should be reinforced to improve individual and organizational performance. Recognition of achievements, both formal and informal, can contribute to higher levels of job satisfaction and organizational commitment.

Moreover, disciplinary enforcement and compensation policies should be accompanied by positive motivational strategies that extend beyond material rewards. Such strategies may include competency development programs, non-financial recognition, career advancement opportunities, and avenues for professional achievement. By integrating these approaches, the influence of leadership, work discipline, and compensation on work motivation and police officers' performance can become more constructive, sustainable, and productive, thereby supporting the continuous improvement of public service quality within Polresta Banyuwangi

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Perundang-undangan

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