

The Influence of Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance in the Indonesian National Police Training Institute

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Abstract:- This research aims to evaluate and demonstrate through empirical evidence that leadership style has an impact on organizational culture, employee performance, job satisfaction, and employee satisfaction. Additionally, this study will investigate whether organizational culture has an impact on employee performance, job satisfaction, and employee satisfaction. Furthermore, the study will examine whether leadership style has an impact on employee performance through employee satisfaction and whether organizational culture has an impact on employee performance via employee satisfaction. The research will also explore the influence of employee satisfaction on employee performance moderated by organizational innovation and the impact of leadership style on employee performance mediated by organizational culture. This study aims to address the research gap in understanding the relationship between leadership style, organizational culture, employee performance, job satisfaction, and employee satisfaction, with the mediation of job satisfaction and moderation of organizational innovation. The findings of this research are expected to contribute to the knowledge of human capital theory and management, particularly at the Indonesian National Police Training Institute (Lemdiklat Polri), benefiting both academics and practitioners. This research will use a quantitative, deductive approach to collect and analyze data. The three locations of Lemdiklat Polri in West Java, Central Java, and East Java make up the research population. Using predetermined criteria, a total of 312 employees were selected from this population, and a sample size of 176 employees was determined using the cluster sampling technique and Slovin's formula. The data collected was analyzed using descriptive analysis to describe the variables, and Partial Least Squares (SmartPLS) was used to test the relationships between the constructs in the complex structural model. The study found that leadership style has no significant impact on employee performance, while organizational culture and job satisfaction were found to have a significant influence on employee performance. Job satisfaction successfully mediated the influence of both leadership style and organizational culture on employee performance. Furthermore, organizational culture served as a mediator in the relationship between leadership style and employee performance, but organizational innovation did not moderate the relationship between job satisfaction and employee performance. This study provides a foundation for further research and management practices in police organizations and offers insights for policymakers and stakeholders in developing strategies to improve police performance.

Keywords: Leadership Style; Organizational culture; Employee performance; Job satisfaction; Organizational Support; Police.

1. Introduction

The National Police Education and Training Institute (Lemdiklat) serves as a supportive element for implementing education and development, and its position falls under the Head of the National Police. Its primary responsibilities include planning, developing, and administering police education in order to produce superior human resources capable of creating professional and modern tribal people based on the types of education, including professional, managerial (leadership), academic, and vocational. In addition, it manages the education component at the National Police Education and Training Institute and aims to produce superior and integrity

Polri personnel who can carry out the duties of maintaining public security and order, protecting, nurturing, and serving the community, and enforcing the law. One of its key initiatives is to prioritize improvements in education and all components of the Police Inspector School (SIP) education, including the curriculum and Hanjar, which are adapted to the challenges of the task. This is to ensure that SIP students can gain insight and knowledge and have meaningful learning experiences.

The profession of policing requires critical thinking, wisdom, independent thinking, empathy, and a certain level of sociological and psychological knowledge. However, police education is often considered one of the riskiest and most challenging careers, as officers may rely solely on basic training in emergency situations. Tensions are high, and officers may not have access to specialized higher education or exposure to other disciplines. The existing requirements for police applicants, such as aptitude tests and physical fitness assessments, are also lacking. However, it is important to provide police officers with the necessary knowledge structures, competencies, attitudes, and values to carry out their duties professionally and in accordance with the ideals of a democratic society. This can be achieved through formal learning, such as theoretical lectures or police training programs.

The police are an essential component of society and a representation of state authority. In recent times, the police have shifted their ideology to embrace a "Partners and Defenders of the Community" approach. Despite this progress, the police still face criticism and must be open to constructive feedback. Improving police professionalism requires a focus on human resource management through education and training. The Police Inspector School is a development program designed to provide education for prospective Polri officers, equipping them as front-line leaders and managers. Graduates of the program are expected to serve as first-level managers, resource analysts, and task supervisors, fulfilling their duties in accordance with their responsibilities.

The development of human resources as part of the Polri's strength development is a critical component in the overall development of the organization, as the human factor is a vital element in every Polri organization. The presence of the Polri in the community cannot be replaced by sophisticated equipment, as the final form of human resource development in the form of a quantitative and qualitative combination of conditions for Polri members greatly determines the success of the National Police in carrying out their main tasks in a professional, modern, and reliable manner.

The Performance Audit and Supervision of the Phase I Special Examination conducted by the Itwasum Polri serves as a means for the National Police to assess the Satker Strategic Plan, Work Plan, and General Procurement Plan for 2022, as well as financial accountability for goods and services in 2021, to ensure compliance with applicable laws and regulations and promote good and clean governance. This is in line with the 4th Chief of the National Police's Priority Program, which aims to transform supervision to encourage precise police performance.

The objective of this study is to close a research gap by investigating employee satisfaction as a mediator between leadership style and organizational culture in relation to the performance of National Police Education and Training Institute employees in Indonesia. Furthermore, this research incorporates a moderating variable, organizational innovation, to explore its impact on the relationship between job satisfaction and employee performance.

2. Literature Review

A thorough understanding of the theoretical foundation is crucial for explaining the various concepts related to the variables in this dissertation model. Grand Theory is considered the most comprehensive form of theory in a particular field of study (Sekaran & Bougie, 2016). A theory can be defined as a collection of interrelated concepts that describe the relationships between them. In the field of human resource management, theories are often categorized based on their scope. Initially, human resource management was known as personnel management, and its role was quite limited (Armstrong & Taylor, 2020). In every organization, human resources play a crucial role in managing employees in a formal manner. Human resources are an integral part of any organization and its management. The primary responsibilities of the human resources department include recruiting, evaluating, training, and compensating employees. The human resources department addresses every issue that employees

may face in their capacity as workers within an organization. Human resources focus on specific work practices and how these practices impact organizational performance (Mathis et al., 2015).

This study employs the extensive Path-Goal Theory, which is rooted in the motivational expectation model and posits that individuals' levels of exertion and attitudes are shaped by their anticipation of favorable and valuable outcomes (Saleem et al., 2021). Research conducted by the University of Michigan and Yale University in 1973 revealed that "attitudes of expectation were significantly correlated with various measures of effort and performance." Essentially, this theory asserts that if people believe they will succeed, they will be more inclined to put in more effort and perform better. Thus, as a path-goal leader, it is their responsibility to make followers feel supported and eliminate any impediments that may impede or delay their efforts. Path-goal leaders recognize that followers possess emotional and psychological needs in their work. Path-goal leaders possess four leadership styles to utilize: directive, supportive, participatory, and achievement-oriented (Fritsvold, 2018).

- The directive leadership style focuses on providing structure by instructing followers on what, when, and how to perform tasks (Alianis Business Academy, 2014; Nahavandi, 2015).
- In contrast, the supportive leadership style prioritizes the well-being of followers by meeting their individual needs and showing concern for each employee (Alianis Business Academy, 2014; Nahavandi, 2015).
- The participatory leadership style involves engaging all employees in decision-making processes, which can lead to increased job satisfaction and improved outcomes (Alianis Business Academy, 2014; Nahavandi, 2015).
- The achievement-oriented leadership style sets challenging goals and high expectations, fostering inspiration and intellectual stimulation in employees (Alianis Business Academy, 2014; Nahavandi, 2015).

Researchers at Indiana University investigated the relationship between directive, supportive, and achievement-oriented leadership styles and performance and job satisfaction. They surveyed 1,161 employees in healthcare settings and found that the directive style was negatively correlated with performance, while the supportive style was positively correlated with job satisfaction (Szilagyi, Sims, 1974).

This study employs a leadership theory distinct from general management theory, as it examines the institutions of police organizations. Military leadership involves making important decisions in high-pressure situations, often with significant risks, and requires strategic thinking and the ability to motivate and build teams (Horner, 2021). Effective military leaders ask probing questions, think strategically, and prioritize the well-being, development, and recognition of their team members, fostering a cohesive and confident team culture (Taylor, 2018).

Based on the discussion above, it can be formulated a Research Model as shown below:

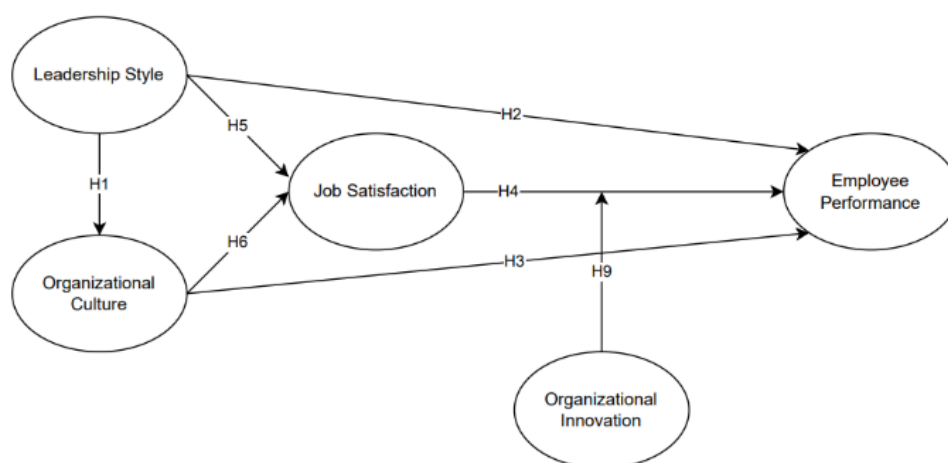


Figure 1. Conceptual Model

3. Methodology

This study utilizes cluster sampling. In statistics, cluster sampling is a sampling plan used when homogenous groupings that are internally heterogeneous are evident in a statistical population (Sekaran & Bougie, 2016). Due to limitations in collecting the entire population, related to the current pandemic conditions, this study uses a sample according to the formula outlined by Slovin et al. (1993). The use of Slovin's formula in this research is due to the researcher not knowing the exact number of the Lemdiklat Polri population, which is the object of the study. Therefore, the use of Slovin's formula is necessary to obtain and determine the number of samples to be used for this research. The advantage of using Slovin's formula is that it allows researchers to take a sample from the population with the desired level of accuracy. Slovin's formula also gives researchers an idea of how large a sample size is needed to ensure a reasonably accurate level of results. The formula by Slovin et al. (1993) is the minimum size recommended for this research survey. Based on the Slovin calculation, the sample size for this study is determined to be 176 employees. SmartPLS is commonly used for complex models involving numerous variables. The choice of SmartPLS for this research is attributed to its categorization as a non-parametric, variance-based software. This means that data analysis with SmartPLS does not require a normal distribution, making it suitable for use with minimal data, such as sample sizes below 100, although this study uses 176 samples for data analysis. In SmartPLS analysis, the bootstrapping method, which involves random replication, is used. As a result, the assumption of normality is not a prerequisite for using SmartPLS. Ultimately, SmartPLS does not mandate a minimum sample size because of this bootstrapping process. Research with small samples can still utilize SmartPLS, often used for predictive analysis and theory confirmation in various studies.

One of the reasons for choosing SmartPLS in this research is the presence of 5 variables with many dimensions and a large number of indicators for each variable. A key advantage of SmartPLS is its capability to analyze models with high complexity and numerous indicators for measurement. This research is also complex, featuring mediation and moderation variables with a relatively small sample size. Therefore, SmartPLS is suitable for analyzing data with these characteristics, as Partial Least Squares (PLS) can handle random sampling with a minimum sample size

4. Result and Discussion

The sample in this study was processed through resampling, which was conducted using PLS. The non-parametric maximum likelihood method was used to estimate the cumulative distribution function, and then independent observations were drawn from the estimated cumulative distribution function to construct the bootstrap model.

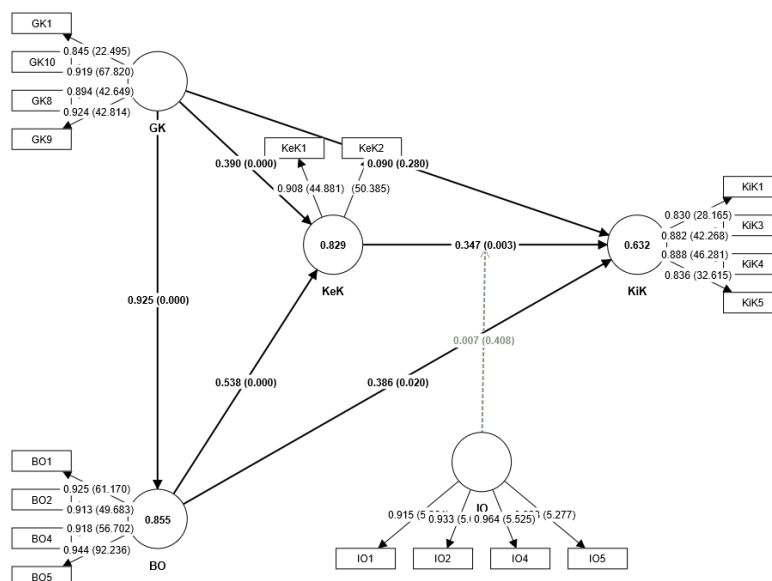


Figure 2. Path Analysis

In the research model, it is found that the proposed model can explain the performance of employees quite well and contributes to providing understanding in human resource management studies, particularly in enriching the path-goal theory and institutional theory in management studies, especially in the Police. This study offers new perspectives and findings that have not been explored before, even providing new interpretations of existing concepts. This novelty is often achieved through the application of theory in different contexts, testing new models, thus updating findings in different contexts and models through innovative research methods. The formation of the model in this study is based on theory and grounded in previous research, so the results of this study provide a deeper understanding of human resource management, especially in the Police institution.

This research demonstrates the relevance of path-goal theory in the police context, where different situations require different leadership styles. In this context, leaders must be flexible and adaptive in changing their leadership style to enhance subordinate performance. The novelty of this study lies in explaining the success of the job satisfaction variable in its role as a mediator in the research model, providing new understanding of the central role of job satisfaction in improving employee performance, especially in Lemdiklat Polri. The roles of organizational culture mediation and organizational innovation moderation are also not found to be significant in this study, so they are no longer needed in future research, especially in Police studies, to use these two variables as mediation and moderation in a research model. The new research model is considered good and has a high level of explanation, as seen from the value of the coefficient of determination and predictive relevance, which fall into the high category. Therefore, this research model can be used in future studies, especially related to the Police institution. The success in forming a new model and answering inconsistencies in previous research results provides a deeper and broader understanding to enrich the empirical results of human resource management science, especially in Police management studies in Indonesia.

This study provides valuable theoretical insights into the relationships between leadership style, organizational culture, job satisfaction, and employee performance in the police context. These theoretical implications can form the basis for further research and management practices in police organizations, as well as considerations for policy makers and stakeholders in developing strategies to improve police performance.

The findings of this study can be used by the leaders of Lemdiklat Polri in devising new strategies to improve employee performance in Lemdiklat Polri. The organization needs to pay more attention, especially to central variables like job satisfaction, which can have a direct impact and act as a mediator for other variables. Leaders need to formulate strategies based on facts on the ground, considering each variable in this research model, as the model has a sufficiently good feasibility level. The mean values and loading factors highlight several important items that need to be maintained. In leadership style, the item indicating that leaders who nurture subordinates has the highest value, so this leadership style should be adopted in Lemdiklat Polri. In organizational culture, the focus on organizational goals has the highest value and should be maintained, directing the organizational culture in Lemdiklat Polri to have a positive output. In job satisfaction, factors regarding satisfaction with salary and responsibility are the highest, so they should be maintained to improve job satisfaction in Lemdiklat Polri employees. In organizational innovation, the item about collaboration is the highest, so Lemdiklat Polri management should maintain organizational innovation to continue enhancing collaboration among employees. In employee performance, the item on the quality of performance is the highest, so quality is the key to Lemdiklat Polri employee performance and should be maintained.

Lemdiklat Polri needs to maximize their employee performance, even though the mean value for the employee performance variable is already quite good. Improving employee performance will impact the organization's performance in Lemdiklat Polri. Attention to employees is one of the keys to forming a positive culture in the Lemdiklat Polri organization. The harsh and rigid organizational culture of the Police can have a positive impact if accompanied by good employee job satisfaction, so leaders need to create specific policies to improve each variable in this research model for application in Lemdiklat Polri in every region in Indonesia.

5. Conclusion

This study elucidates that a new model was constructed based on two major theories: path-goal theory and institutional theory, in developing this new research model. Based on previous research results, inconsistencies in

these results present an opportunity for further research to fill gaps by adding mediation variables as explanations among the inconsistencies in the above research findings. This dissertation formulates mediation variables in the new model as explanations for these inconsistencies, grounded in Path-Goal Theory, which states that depending on the subordinates and the situation, different leadership behaviors will enhance the leader's acceptance by subordinates, with job satisfaction being one of the most important factors. Leadership style is a key factor in shaping organizational culture. Leaders play a crucial role in forming a positive organizational culture, which will then impact the organization. The right leadership style ensures that the organization can develop and achieve its desired goals. In the context of Lemdiklat Polri, leaders have a significant responsibility in decision-making and running the organization. The values and preferences of the leader become the initial way a group or organization operates and, if successful, will become part of the organizational culture.

The role of leadership style in shaping employee performance at Lemdiklat Polri is minimal. This fact contradicts previous research, and the difference may be due to the structure and nature of the Lemdiklat Polri organization, which is different from non-police organizations. The large and legally regulated Polri organization limits the room for innovation and change that can be made by leaders. The leadership style in the Polri organization tends to be obedient, reducing the possibility of employee innovation closely related to employee performance. Therefore, the role of leadership style in determining employee performance in Lemdiklat Polri is smaller compared to other organizations. The role of organizational culture in shaping employee performance is minimal. This finding differs from previous research, especially in the context of employee performance in profit-based organizations. The strong and unique characteristics of the organizational culture in Lemdiklat Polri, focused on service and the competencies of Polri members, make the role of organizational culture in employee performance lower. The Polri organizational culture has high commitment, strict regulations, and a high level of discipline. This condition makes employees more focused on performing their duties according to existing directives and rules, limiting the space for innovation and change.

Job satisfaction is a key factor in employee performance at Lemdiklat Polri. Job satisfaction can explain and have a significant impact on employee performance. Employees who feel satisfied in their jobs tend to perform better, especially in Lemdiklat Polri. This finding clarifies that job satisfaction is one of the main determinants of employee performance in Lemdiklat Polri. Therefore, job satisfaction needs to be considered by the organization in improving employee performance, including in Lemdiklat Polri. Leadership style plays a small role in the job satisfaction of Lemdiklat Polri employees. This difference in results may be due to the characteristics of leadership in the Polri organization, which tends to be strict, different from the organizations studied. High leadership turnover in the Polri institution is also a determining factor in job satisfaction. However, this research does not completely negate the role of leadership style in explaining job satisfaction, as it still contributes significantly. Leadership style still needs to be considered as a determining factor in job satisfaction in Lemdiklat Polri employees.

Organizational culture increases job satisfaction in this research finding in Lemdiklat Polri. An organizational culture that meets the needs of employees and contains principles and values aligned with their interests will maintain employee integrity in working in the organization. Excellent service is an important factor in the organizational culture of Lemdiklat Polri. Thus, a good organizational culture aligned with employee needs is a key factor in improving job satisfaction in Lemdiklat Polri. Leadership style still fails as a key factor in employee performance, even through job satisfaction in Lemdiklat Polri. This research result differs from previous research that showed the success of the job satisfaction factor as a link. Nonetheless, the role of job satisfaction can still be noted, especially as an effect of leadership style and employee performance. Thus, job satisfaction still plays a role in enhancing the role of leadership style, albeit not effectively enough.

Job satisfaction has been proven effective in enhancing the role of organizational culture in employee performance. This research is supported by previous findings that demonstrate the success of the role of job satisfaction as a central factor. Job satisfaction has proven effective in improving employee performance. This finding affirms the importance of job satisfaction in this research model, especially in relation to employee performance in Lemdiklat Polri. Organizational culture is a crucial factor in enhancing employee performance through job satisfaction, consistent with previous research findings. The role of organizational innovation is not

very effective in the job satisfaction to employee performance relationship. Previous research has discussed the role of job satisfaction in employee performance in various organizations, including Polri. However, in the context of Lemdiklat Polri, strong organizational characteristics and identity make organizational innovation not very effective in its effectiveness on job satisfaction and employee performance. The role of organizational innovation failed to strengthen or weaken both constructs, namely job satisfaction and employee performance, showing that the role of organizational innovation is not significant, especially in the Lemdiklat Polri organization. Organizational culture fails to bridge the gap between leadership style and employee performance. However, the difference in the form of the organization, particularly in Lemdiklat Polri, which is service-based, results in different findings from previous research. The strong organizational culture in the Police leads to the role of organizational culture being less effective in improving employee performance. A too strong organizational culture in Polri is indeed different and often becomes an obstacle in improving employee performance.

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