

The Influence of Leadership on Human Resource Performance with Discipline as a Mediation Variable in Intelligence and Security Lingga Police Regency

M. Firman Cahyadi

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: mfirman354@gmail.com

Abstract. Human resources are one of the important elements of an institution, organization, or company and have a very important role in the activities within the unit, organization, or company. Human resources in an organization are formed into a system called Human Resource Management, defined as one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling (Fadhil, 2016). Where Human Resource Management also plays a role in the creation, approval, implementation, supervision, and ensuring that decisions that have been finalized by the organization run effectively and efficiently in the work environment. The Lingga Resort Police, which is the main implementing element of the Riau Islands Regional Police, has the duty and responsibility to carry out the functions of the Indonesian National Police and other Police functions in creating a conducive public order and security situation for the benefit of the community. The jurisdiction of the Lingga Resort Police covers the jurisdiction of Lingga Regency, which is an archipelago and tourist jurisdiction that is of great interest to investors both from within the country and abroad. In public sector organizations, particularly the Indonesian National Police, the quality of human resources plays a crucial role. The success of police duties is greatly influenced by the personnel's ability to carry out their duties professionally, responsibly, with discipline, and with a focus on achieving organizational goals. Police officers are required to possess not only adequate technical skills and competencies, but also attitudes, behaviors, and work commitments that support optimal task implementation. One important indicator in human resource management is performance. Human resource performance reflects the work results achieved by individuals and groups in carrying out their duties in accordance with their assigned responsibilities. Good performance can be seen from the members' ability to complete work on time, achieve work targets, carry out tasks according to procedures, have good quality work results, and be able to work together to achieve organizational goals. Human resource performance in an organization does not develop spontaneously. Various factors can influence the high or low performance of members. One factor that plays an important role is leadership. Leadership is the ability of a leader to influence, direct, guide, mobilize, and motivate organizational members to achieve common goals. Leaders have a strategic role in creating a conducive work environment,

building effective communication, providing direction, carrying out supervision, and encouraging members to improve their abilities and work quality.

Keywords: *Discipline; Human; Influence; Leadership; Performance.*

1. Introduction

Human resources are one of the important elements of an institution, organization, or company and have a very important role in the activities within the unit, organization, or company. Human resources in an organization are formed into a system called Human Resource Management, defined as one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling (Fadhil, 2016). Where Human Resource Management also plays a role in the creation, approval, implementation, supervision, and ensuring that decisions that have been finalized by the organization run effectively and efficiently in the work environment. The Lingga Resort Police, which is the main implementing element of the Riau Islands Regional Police, has the duty and responsibility to carry out the functions of the Indonesian National Police and other Police functions in creating a conducive public order and security situation for the benefit of the community. The jurisdiction of the Lingga Resort Police covers the jurisdiction of Lingga Regency, which is an archipelago and tourist jurisdiction that is of great interest to investors both from within the country and abroad..

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In a police organization, leadership is crucial because the organizational structure has a clear command system, hierarchy, discipline, and division of labor. A leader's role is not only to provide instructions to members, but also to set an example, build trust, create good working relationships, provide motivation, and oversee task implementation. Effective leadership is expected to foster work enthusiasm and encourage members to carry out their duties professionally.

The Intelligence and Security Unit of the Lingga Police Resort is a police function with strategic duties and responsibilities in the field of intelligence and security. Carrying out the duties of the Intelligence and Security function requires the readiness of human resources with the ability, precision, responsibility, good coordination, and the ability to respond quickly and appropriately to developing situations. These dynamic work characteristics make human resource performance a critical factor in supporting the successful implementation of organizational tasks.

2. Research Methods

According to Sugiyono (2016), a research method is essentially a scientific way to obtain data for a specific purpose and use. Based on this, there are four keywords that need to be considered, namely: scientific method, data, purpose, and use. Scientific method means that research is based on rational, empirical, and systematic scientific characteristics. Rational means that research is conducted in reasonable ways, so that it is accessible to human reasoning. Empirical means that the research methods are observable by human senses, so that others can observe and understand the methods used. Systematic means that research uses certain logical steps.

Data obtained through research is empirical (observed) data that meets certain criteria: validity, reliability, and objectivity. Validity indicates the degree of accuracy between the data that actually occurs in an object and the data that can be collected by the researcher. Valid data must be reliable and objective. Reliability refers to the degree of data consistency over a specific time interval. Management research methods are a scientific way to obtain data with the aim of describing, proving, developing and discovering knowledge and theories so that they can be used to understand, solve and anticipate problems in the field of management. According to Sugiyono (2016), there are two types of research data: quantitative and qualitative. Quantitative data is data in the form of numbers, while qualitative data is data in the form of words, sentences, gestures, facial expressions, charts, pictures, and photographs.

3. Results and Discussion

3.1. Research Variables

1) Variable Identification

According to Tersiana (2018), variables are varied research objects. Variables can be divided into two types: qualitative variables and quantitative variables.

2) Operational Definition

According to Sugiyono (2016), an operational definition is the determination of the trait to be studied, so that it becomes a measurable variable. An operational definition explains the specific method used to research and operationalize the trait, thus enabling other researchers to replicate measurements in the same manner or develop better methods of measuring the trait.

Table Operational Definition of Variables

Variables	Indicator	Scale
Leadership is an activity that influences people to willingly strive to achieve common goals" (Terry, 2014)	1. Emotional Stability 2. Human Relations. 3. Personal Motivation. 4. Communication skills	Likert

Variables	Indicator	Scale
Work discipline is a tool used by leaders to communicate with employees so that they are willing to change their behavior to follow the established rules of the game. DWork discipline has several components that can be used as indicators that influence the level of employee	1. Presence. 2. Compliance with work regulations. 3. Willingness to implement work	

discipline in an organization. (Sinambela, 2018)	standards. 4. High level of alertness. 5. Work ethically.	Likert
Education is the foundation for forming, preparing, fostering and developing human resource capabilities which are very important in determining the success of an organization in the future" (Sutrisno, 2015)	1. Knowledge 2. Attitude 3. Action 4. Appearance	Likert
Training is an environmental forum for employees, where they acquire or learn attitudes and the process of teaching certain knowledge and skills, so that employees become more skilled and able to carry out their responsibilities better, in accordance with the required standards. (Rahmawati, 2018)	1) Types of Training 2) Training Objectives 3) Material 4) Methods used 5) Participant qualifications. 6) Time coach qualification.	Likert
Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2016)	1. Understanding of duties and functions. 2. Innovation 3. Working speed 4. Accuracy of work 5. Cooperation	Likert

Source: Researcher's Process, 2025.

a. Research Instruments

According to Arikunto (2013), a data source is the subject from which data can be obtained in research. Data sources are divided into two parts: primary data and secondary data. According to Sugiyono (2013), primary data and secondary data are explained as follows:

- 1) Primary data is data obtained directly, including company documents in the form of company development history, organizational structure and other things related to the research.
- 2) Secondary data is data needed to support research results derived from literature, articles and various other sources related to the research.

The type of data used in this study is primary data. Data collection was conducted by distributing questionnaires to respondents, namely personnel from the Lingga Police Intelligence Unit (Satintelkam), located in the Lingga Resort, Riau Islands.

The questionnaire uses a Likert scale to measure variables. According to (Sugiyono, 2013), the Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena.

Table Likert Scale

Scale	Research Level
1	Strongly Disagree
2	Don't agree
3	I disagree
4	Agree
5	Strongly agree

Source: Sugiyono, 2013

b. Instrument Analysis Techniques

1. Validity and Reliability

a. Validity Test

Validity testing is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2016). This validity test can be done by using the correlation between the score of each question item with the total score of the construct or variable. After that, determine the hypothesis, H_0 : the question item score is positively correlated with the total construct and H_a : the question item score is not positively correlated with the total score of the construct. Test by comparing the calculated r (corrected item total correlation table) with the r table (product moment table) with a significance of 0.05) for degrees of freedom (df) = nk . A questionnaire is declared valid if the calculated r and r table are positive (Ghozali, 2016).

- If $r \text{ count} > r \text{ table}$ (at a significance level of 5% or 0.05), it means that the indicator is valid.
- If the calculated $r < r \text{ table}$ (at a significance level of 5% or 0.05), it means that the indicator is not valid.

So the validity test aims to measure whether the questions in the questionnaire can correctly measure what we want to measure.

Item validity testing is a data instrument test to determine how accurately an item measures what it is intended to measure. In this study, researchers measured validity using the Pearson Correlation measuring tool, with a tolerance limit of $\alpha = 0.05$ or a significance level obtained < 0.05 , which is considered valid, and vice versa (Priyatno, 2014).

b. Reliability Test

Reliability is a tool for measuring a questionnaire, which is an indicator of variables and constructs. A questionnaire is said to be reliable if a person's answers to the statements are consistent or stable over time (Ghozali, 2016). According to Ghozali (2016), a construct or variable is said to be reliable if the Cronbach Alpha (α) value is > 0.70 .

Reliability measurements were carried out using the Cronbach's Alpha formula as follows:

$$r_{ii} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_p^2}{\sigma_t^2} \right)$$

Information :

rii :instrument reliability coefficient

k : number of questions

$\sum \sigma_b^2$: number of item variances

σ_t^2 : total variance

It is said to be reliable if the correlation number obtained is $> r$ table significance level of 5%. It is said to be unreliable if the correlation number is $< r$ test table. Reliability in research uses the SPSS program.

3.2. Data Analysis Techniques

The data analysis used in this study employed quantitative analysis. Data analysis techniques in quantitative research utilize inferential statistics. Inferential statistics is a type of statistics that focuses on processing sample data to draw decisions or conclusions about the population. The purpose of using inferential statistics is to estimate population values. By using this method, we naturally expect accurate and precise measurement results that reflect the actual conditions. The use of inferential statistics includes sampling, analysis selection, and decision-making for the entire population.

1) Classical Assumption Test

The classical assumption test is performed to ensure that the obtained regression equation has accurate estimates. This classical assumption test consists of the normality test, the multicollinearity test, and the heteroscedasticity test.

a) Normality Test

According to Umar (2025), the normality test is useful for determining whether the residual value (the gap between the original data and the forecast data) is normally distributed or not. The normality test is used to test whether the distribution of the dependent variable for each specific independent variable is normally distributed or not in a linear regression model, this assumption is indicated by the normally distributed error value. The data normality test is carried out using the Kolmogoro-Sminory Normality Test. Santoso (2016) states that the basis for decision making is based on probability (Asymptotically Significant), namely:

- If the probability > 0.05 , then the distribution of the regression model is normal.
- If the probability < 0.05 , then the distribution of the regression model is not normal.

b) Multicollinearity Test

According to Umar (2025), the multicollinearity test is useful for observing the level of correlation between independent variables in a multiple linear regression model. If there is a high correlation between the independent variables, the relationship between the independent variables and the dependent variable will be disrupted. A statistical tool often used to test for multicollinearity is the variance inflation factor (VIF). Tolerance measures the variability of the selected independent variables that cannot be explained by other independent variables. If a low tolerance value is the same as a high VIF value (because $VIF = 1/\text{tolerance}$) and indicates the presence of multicollinearity.

c) Heteroscedasticity Test

According to Umar (2025), the heteroscedasticity test aims to determine whether there is inequality in the variance of the residuals from one observation to another. A regression model that meets the requirements is one where there is equality in the variance of the residuals from one observation to another, or what is called homoscedasticity.

A statistical tool often used to test for heteroscedasticity is the scatterplot method, which plots the ZPRED (predicted value) and SRESID (residual value). If there is no specific pattern and the data are not spread above and below zero on the Y-axis, heteroscedasticity is not present. A good model is one that does not exhibit heteroscedasticity (Ghozali, 2016).

2) Multiple Linear Regression

According to Mahmudin (2025), regression analysis is to determine the influence of independent variables on dependent variables. This research data analysis uses regression techniques, namely multiple linear analysis. This study consists of four independent variables, namely Leadership (X1), Work Discipline (X2), Vocational Education (X3), Job Training (X4), and the dependent variable: Satintelkam Performance (Y). In general, the formulation of multiple linear regression can be written as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Information:

Y = Dependent variable or response variable,

Y= Performance of Satintelkam

X = Independent variable or predictor variable.

X1 = Leadership

X2 = Work Discipline

X3 = Vocational Education

X4 = Job Training

α = Constant.

β = Slope or coefficient estimate.

e = Error

3) Hypothesis Testing

Hypothesis testing was conducted to determine the significance of the influence of leadership, work discipline, vocational education, and job training on the performance of the telecommunications service provider (Sattelkam). Partial hypothesis testing can be conducted using the t-test, while simultaneous testing can be conducted using the F-test.

a) Partial t-test

This test aims to examine how the independent variable partially influences the dependent variable, namely by comparing the t table and the calculated t. Each t calculation result is then compared with the t table obtained using an error level of 0.05. Individual testing to see the influence of each independent variable, namely X1 (leadership), X2 (work discipline), X3 (vocational education), and X4 (job training) on the dependent variable Y (satintelkam performance).

The research hypothesis is stated as follows:

1) Leadership

Ho1: $b_1 = 0$: Leadership does not influence the performance of the Lingga Police Sattelkam, meaning Ho is accepted and H_a is rejected.

H_{a1} : $b_1 \neq 0$: Leadership influences the performance of the Lingga Police Sattelkam, meaning H_a is accepted and H_o is rejected.

2) Work Discipline

Ho2: $b_2 = 0$: Work discipline does not affect the performance of the Lingga Police Sattelkam, meaning Ho is accepted and H_a is rejected.

H_{a2} : $b_2 \neq 0$: Work discipline has an effect on the performance of the Lingga Police Sattelkam, meaning H_a is accepted and Ho is rejected.

3) Vocational Education

Ho3: $b_3 = 0$: Vocational education does not affect the performance of the Lingga Police Sattelkam, meaning Ho is accepted and H_a is rejected.

H_{a3} : $b_3 \neq 0$: Vocational education has an effect on the performance of the Lingga Police Sattelkam, meaning H_a is accepted and Ho is rejected.

4) Job Training

Ho4: $b_4 = 0$: Job training does not affect the performance of the Lingga Police Sattelkam, meaning Ho is accepted and H_a is rejected.

H_{a4} : $b_4 \neq 0$: Job training has an effect on the performance of the Lingga Police Sattelkam, meaning H_a is accepted and Ho is rejected.

This t-test can be analyzed using the following formula:

$$t_{\text{count}} = r \frac{\sqrt{n-2}}{\sqrt{1-r^2}}$$

r : Partial correlation found

n : Number of samples

r : t count which is then consulted with the t table.

The testing criteria are:

- 1) If $t_{\text{hitung}} \geq t_{\text{tabel}}$ at significant ($\alpha = 0.05$), this indicates that the independent variable has a significant influence on the dependent variable. Therefore, Ho is rejected, H_a is accepted.

- 2) If $t_{hitung} \leq t_{tabel}$ at significant ($\alpha = 0.05$), this indicates that the independent variable does not have a significant influence on the dependent variable. Therefore, H_0 is accepted, H_a is rejected.

b) F test (simultaneous)

The F-test is used to determine the magnitude of the simultaneous influence of independent variables on the dependent variable. In this study, the F-test is used to determine the level of significance of the simultaneous influence of the variables on the dependent variable. The research hypothesis is stated as follows:

- $H_{05}: b_1.b_2.b_3.b_4 = 0$: There is no significant simultaneous influence between the variables of leadership, work discipline, vocational education and job training on the performance of the Lingga Police Sattelkam, meaning H_0 is accepted and H_a is rejected.
- $H_{a5}: b_1.b_2.b_3.b_4 \neq 0$: There is a significant simultaneous influence between the variables of leadership, work discipline, vocational education and job training on the performance of the Lingga Police Sattelkam, meaning that H_0 is rejected and H_a is accepted.

$$F_{count} = \frac{R^2 / K}{(1 - R^2) / (n - k - 1)}$$

According to Mahmudin, (2025) formulates t_{hitung} using the following formula:

R^2 : Coefficient of determination

n : Amount of data

k : Number of independent variables

The F test (simultaneous) is carried out by comparing the F-value (F count) obtained from the regression with the F-significance (F table) which is determined with the following criteria:

- 1) If $F_{count} \geq F_{table}$ is significant ($\alpha=0.05$), this indicates that the independent variables together have a significant effect on the dependent variable. Therefore, H_0 is rejected, H_a is accepted.
- 2) If $F_{count} \leq F_{table}$ is significant ($\alpha=0.05$), this indicates that the independent variables together do not have a significant effect on the dependent variable. Therefore, H_0 is accepted, H_a is rejected.

c) Coefficient of Determination (R^2) Test

The coefficient of determination (R^2) is essentially used to measure the extent to which a model can explain the dependent variable. The coefficient of determination (R^2) has a range of 0 to 1 ($0 < R^2 < 1$). The greater the R^2 value (closer to 1), the stronger the simultaneous influence of the independent variables, and if the R^2 value (closer to 0), the weaker the simultaneous influence of the independent variables.

$$KP = r^2 \times 100\%$$

KP : Coefficient of determination

R : Correlation coefficient value

A coefficient of determination (R^2) value above 0.8 indicates a strong correlation or relationship between the dependent and independent variables. To determine the percentage of the independent variables, the adjusted R-square can be used to explain the dependent variable. SPSS software, using the analyze menu and the regression submenu, uses the multiple coefficient or R-square (R^2) to determine the magnitude of the contribution and overall influence of the independent variables on the dependent variable.

4. Conclusion

In public sector organizations, particularly the Indonesian National Police, the quality of human resources plays a crucial role. The success of police duties is greatly influenced by the personnel's ability to carry out their duties professionally, responsibly, with discipline, and with a focus on achieving organizational goals. Police officers are required to possess not only adequate technical skills and competencies, but also attitudes, behaviors, and work commitments that support optimal task implementation. One important indicator in human resource management is performance. Human resource performance reflects the work results achieved by individuals and groups in carrying out their duties in accordance with their assigned responsibilities. Good performance can be seen from the members' ability to complete work on time, achieve work targets, carry out tasks according to procedures, have good quality work results, and be able to work together to achieve organizational goals. Human resource performance in an organization does not develop spontaneously. Various factors can influence the high or low performance of members. One factor that plays an important role is leadership. Leadership is the ability of a leader to influence, direct, guide, mobilize, and motivate organizational members to achieve common goals. Leaders have a strategic role in creating a conducive work environment, building effective communication, providing direction, carrying out supervision, and encouraging members to improve their abilities and work quality.

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