



The Influence of Leadership Style, Service Quality and Work Motivation on Performance of Police Personnel (Study On South Konawe Resort Police Personnel)

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ABSTRACT

This study aims to: 1) examine the effect of leadership style on personnel performance, 2) examine the effect of service quality on personnel performance, 3) examine the effect of work motivation on personnel performance, 4) simultaneously examine the influence of leadership style, service quality and work motivation on performance. The object of this research is the South Konawe Police Resort. The population of the study was the personnel who served in the Konawe Selatan Polres totaling 146 personnel. Determination of the sample using the Slovin formula with a precision of 5 percent thus the research sample amounted to 107 respondents. Collecting research data using questionnaires, research data were analyzed using SPSS Ver. 22 to determine the results of regression analysis of the influence of the independent variable on the dependent variable. The results of the study: 1) leadership style has a positive and significant effect on personnel performance, 2) service quality has a positive and significant effect on personnel performance, 3) work motivation has a positive and significant effect on personnel performance, 4) simultaneously leadership style, service quality and motivation work have a significant effect on personnel performance.

Keywords: Leadership Style, Service Quality, Work Motivation, Police Personnel Performance.

I. INTRODUCTION

The police have a complex job; thus, it becomes important to measure and evaluate the performance of police services, this is done to ensure that service performance is in line with the goals set. Emerging debates about how best to achieve long-term sustainable policing levels have included discussions on targeting and improving the application of police resources to ensure efficient and effective delivery of police services. It is recognized that, in order to assess police activities and performance, as well as how and where resources should be applied, an objective performance matrix is needed (Maslov, 2015).

Chief of police give moral support to members by praising and motivating officers to incentives and rewards, or influence the behavior cannot be tolerated, leadership style does affect the behavior of followers (Park & Hassan, 2018). Leaders in law enforcement hold important positions in organizations, modeling expected behavior for subordinates in high-risk, diverse, and ever-changing work environments (Olson & Wasilewski, 2019). Leaders in organizations have focused on successful leadership, best practices, and effectiveness. (Hoagland, 2018). The leadership role in law enforcement takes a different approach than most other organizations, focusing on motivation and education of morality, ethics, training, safety, and productivity for agency effectiveness (Fortenbery, 2016)

The role of a leader in influencing his subordinates is very important for the progress of the organization. Koesmono (2007:30) reveals that the existence of a leader in the organization is needed to bring the organization to the goals that have been set. Leaders usually apply certain leadership styles to influence the performance of their subordinates. Leadership style is a leader's behavior that a person uses when he wants to influence others. Zaccaro *et al* (2001) reveal that lack of proper leadership and guidance is largely the main cause of team performance failure.

Blanchard & Johnson (1988, in Robbins & Judge, 2017) concluded that efficient leaders behave according to the situations they face and also know how to deal with situations in their own way. Different leadership styles are used which are suitable for employees based on the amount of direction, empowerment, and decision-making power.

According to Robbins (2016), the leadership style will provide motivation as long as it makes subordinates feel the need for satisfaction in achieving effective performance and provides the teachings, direction, support and

rewards needed for effective performance. According to Porter *et al.* (2017) that if it is associated with performance, then when the leader sets the goal to be achieved is performance improvement, the leader will use his leadership to control, lead, influence the thoughts, feelings or behavior of subordinates to lead to increased performance. As a result, through leadership, the organization will succeed in achieving the expected level of performance.

Previous research on the influence of leadership style on employee performance found mixed results, Miller's (2020) study found that leadership style played an important role in influencing subordinate performance. Baig *et al's* research (2019) found that transformational leadership had a positive and significant effect on employee performance while Laize Fairre's leadership style has a negative and significant effect on employee performance. Dolly & Nonyelum's research (2018) reveals that democratic leadership style has a positive effect on employee performance, because it produces high employee productivity. This leadership style tends to have highly productive work groups and subordinates show a high level of job satisfaction.

Chua *et al* (2018) research reveals that autocratic and democratic leadership styles have a positive and significant impact on employee performance. But the laissez-fair leadership style e do not have a significant influence on employee performance. autocratic leadership is useful in the short term and democratic leadership style is useful at all levels of time to improve employee performance. Basit *et al* (2017) research in Malaysia found that democratic and laissez-faire leadership styles have a positive and significant effect on employee performance. Meanwhile, autocratic leadership style was found to have a significant negative impact on employee performance.

Research by Lor & Hasan (2017) reveals that transformational and supportive leadership styles directly affect employee performance. While other leadership styles such as participatory and transactional are not significant in influencing employee performance. Furthermore, Rustam's research (2019) reveals that leadership style has a positive and insignificant effect on employee performance. Since employee performance is not determined by leadership behavior, it means that leaders do not effectively communicate or interact with employees. The directive company leadership style does not lead to the achievement of quantity, and performance, affective behavior does not have a strong influence on changes in employee creativity

The performance of police personnel is not only influenced by leadership style but also influenced by the quality of public services. Research by Nazeer *et al* (2014) found that service quality has a positive and significant effect on employee performance. The quality of public services provided by institutions or organizations will have an impact on continuous interaction and increase employee satisfaction and thus will have an impact on employee productivity and performance. Thus, the organization will maintain the service with the desired level of quality.

Improved service quality related to stakeholder engagement and partnership. The main contributors are management and employees. Satisfaction and benefits from customers are a fundamental improvement of service quality (Wang, 2012; Berry, Zeithaml & Parasuraman, 1990). Researchers found a transformation in the mindset of companies that they are more aware of service quality and especially through employees by considering them as customers. That is why aspects such as satisfaction, retention, loyalty, growth and profit are also associated with internal service quality.

When certain organizational units or employees who carry out their duties in these units provide services to other units/employees while working in one organization, this service is called internal service (Järvi, 2012; Stauss, 1995). Meanwhile, ISQ is an employee's feeling about the quality of services provided or received from colleagues while working in the same organization or unit (Xie, 2005). Providing quality services to internal customers affects job satisfaction which ultimately leads to effectiveness and efficiency, quality of work, even the cost of services provided and so on (McManus, Keeling, & Paice, 2004).

Research by Elrahman *et al* (2020) found that service quality has a significant positive effect on organizational performance. This shows that companies mostly emphasize the responsiveness, reliability, and convenience of their services to improve their organizational performance. The findings reveal that service quality is a true driver of organizational performance.

Singh's research (2016) found that internal service quality is positively correlated with job performance. This study provides insight into the relationship between internal service quality and job performance in the public sector. The findings of this study can help the public sector to improve the quality of internal services and their effect on job performance. Organizations operating in the public sector also recognize that they must ensure that their services meet the needs and expectations of their stakeholders. On the other hand, Nair's research (2016) found that service quality indicators, including responsiveness and assurance, had no effect on employee performance.

Employee performance besides being influenced by leadership style and service quality, is also influenced by work motivation. According to Steers (1985) one of the factors that affect performance is the level of motivation of workers. Gibson (2000) argues that human resource performance is a function of motivation. Thus, the expected motivation of employees is a function of motivation that can affect employee performance.

Handoko (2000) suggests that one of the factors that influence employee performance is motivation. Similarly, according to Tiffin and Mc. Cormick (in As'ad 2001) that one of the factors that affect a person's performance is work motivation. Rivai and Sagala (2013) also suggest that the stronger the work motivation, the higher the employee's performance, this means that any increase in employee motivation will provide a significant increase in employee performance.

Previous research on the effect of motivation on employee performance found mixed results. Research by Simatupang & Saroyeni (2018) found that work motivation has a positive and significant effect on employee

performance. This implies that providing work motivation in such a way to employees is expected to increase morale and work more Motivation is one of the factors that can support the achievement of maximum performance, because motivation is an internal state of a person who activates and directs his behavior to certain goals.

Research by Fachreza et al (2018) also found that work motivation has a significant effect on employee performance, this shows that motivation is a driving force that creates a person's enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve goals. Research by Ghozali (2017), Syaifuddin (2016) found that work motivation has a significant effect on employee performance.

On the other hand, research by Razak et al (2018) found that work motivation had no significant effect on employee performance. Research by Rijanti et al (2018) reveals that motivation has no significant effect on employee performance. Likewise, research by Dwiyantri et al (2015), finds that work motivation has no significant effect on employee performance.

The researcher's initial observations regarding the object of research, namely the Konawe Selatan Police found that during 2018 - 2020 the performance of personnel was generally in a good category, but during this vulnerable period there were several personnel who were sanctioned either with honorable dismissal or dishonorable discharge because the performance of these personnel was deemed not to be good, especially with regard to responsibilities and work discipline. In 2018 there were 8 personnel who were sanctioned, in 2019 there were 18 personnel who were sanctioned and in 2020 there were 7 personnel who were sanctioned. The provision of sanctions to these personnel has gone through a process that is in accordance with the rules in the Police, namely from summons, coaching to reprimands, but because they are not heeded, the personnel are given sanctions.

The South Konawe Police continue to impose sanctions on personnel who have poor performance considering the importance of the role of the Police in providing services, nurturing and protecting the community and enforcing the law. Moreover, the legal area of the South Konawe Police is quite wide, namely 4,200 km² and a population of 308,524 people spread over 25 sub-districts (BPS Konsel, 2021). On the other hand, the number of South Konawe Police personnel is only 360 personnel.

During 2018-2020 the level of crime / criminal that occurred in the legal area of the Konawe Selatan Police, namely, in 2018 the number of criminal acts based on police reports and public complaints was 217 cases and the number of settlements of criminal acts was 102 cases, in 2019 the number of crimes based on police reports and public complaints were 372 cases and the number of criminal crime settlements was 256 cases, in 2020 the number of crimes based on police reports and public complaints was 431 cases and the number of criminal crime settlements was 230 cases. The data illustrates that every year criminal acts in the legal area of the South Konawe Police have increased, thus good performance is needed by the South Konawe Police personnel in order to carry out their duties properly so as to create a sense of security, peace in the midst of society.

During 2018 to early 2021, there has been a change of leadership at the South Konawe Police, both the top leadership in this case the South Konawe Police Chief and several units at the South Konawe Police. The phenomenon shows that each leader has his own style, at the top of the leadership at the Konawe Selatan Polres during 2018 - 2019 if there are personnel who make mistakes, they are given sanctions in accordance with existing procedures such as being given sanctions, both administrative sanctions and other legal sanctions in the form of dismissal. This was done with the hope that there would be a deterrent effect for personnel to improve their performance, but in fact this did not have a positive impact on improving personnel performance, in this case violations committed by personnel remained. However, at the current leadership, when there are personnel who commit violations, the top leadership takes a persuasive approach by appointing personnel as assistants, or being employed at the Resort Police so that they are always involved in activities and can be monitored at any time, and the result is that although no legal sanctions are given, with involved as an adjutant to the Police Chief or aide to the leadership at the Konawe Selatan Police, at least the personnel who are always undisciplined do not have time to commit violations so that their performance is even better than before.

Another phenomenon related to the quality of service available at the South Konawe Police, among others, is the limited facilities and infrastructure owned by the South Konawe Police, including work equipment in the form of a laptop which is very limited so that personnel when completing their duties, such as conducting investigations into cases, must use a personal laptop., thus the completion of the police tasks can be blocked from the aspect of timely completion of tasks. Another problem related to service quality is the very limited means of transportation in the form of official motorbikes, this can also cause delays in completing tasks from the police. Another thing that becomes a problem is the limited number of personnel with the rank of officer who should fill the Kanit position at the Konawe Selatan Police Station. With limited personnel who have the ability in accordance with procedures, positions such as Kanit are filled by personnel who have the rank of non-commissioned officer, on the other hand that personnel with the rank of non-commissioned officer have not attended vocational education in the police so that this can hinder the completion of their duties and the duties of the Konawe Police Institution. South as a whole.

For South Konawe Police personnel in order to carry out their duties properly, it is necessary to have a leader who applies an effective leadership style in every condition so that personnel can solve every problem they face. Besides the necessary motivation to work better than the personnel in order to carry out its duties in a timely and necessary improvement of service quality was good so that personnel can be motivated, can work together in unit and inter-personnel so that the duties can be done well.

Based on the research gap and the existing phenomena, the researcher is interested in conducting a study entitled "The influence of leadership style, service quality and work motivation on the performance of the Konawe Selatan Police personnel".

II. LITERATURE REVIEW

2.1. Leadership Style

According to Hasibuan (2014) leadership style is a way for leaders to influence their subordinates to cooperate and work productively to achieve organizational goals. According to Thoha (2010) that leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others or subordinates.

Leadership style is the approach managers use in exercising leadership when they relate to their team members. It is sometimes called the management style. There are many leadership styles and no one style is always better than another in any situation. To a greater or lesser extent, leaders can be autocratic or democratic, controlling or enabling, task-oriented or people-centered (Armstrong, 2012).

2.2. Work motivation

According to Robbins & Coulter (2012: 459) motivation refers to the process in which a person seeks to gain energy, be directed, and maintained to achieve goals. Luthans (2006:270) states that technically, the term motivation comes from the Latin word *movere* which means to move. In understanding motivation, a number of experts have developed various theories with various approaches. One of the most well-known and controversial theories is the *dual factor theory of motivation* developed by Herzberg, Mausner, and Snyderman. The thoughts of Herzberg *et al.*, move from the importance of meeting the *needs* of employees. They state that employee motivation can be best understood if the employee's attitude is first understood. They believe that the relationship between an individual and his job is a basic relationship and that a person's attitude toward work largely determines the individual's success or failure.

2.3. Service Quality

The concept of service quality has a long history and was known from the beginning as what the customer gets for what he is willing to pay (Ducker, 1991). Service quality is also considered as the extent to which customer needs or expectations are met (Rodrigues et al, 2011).

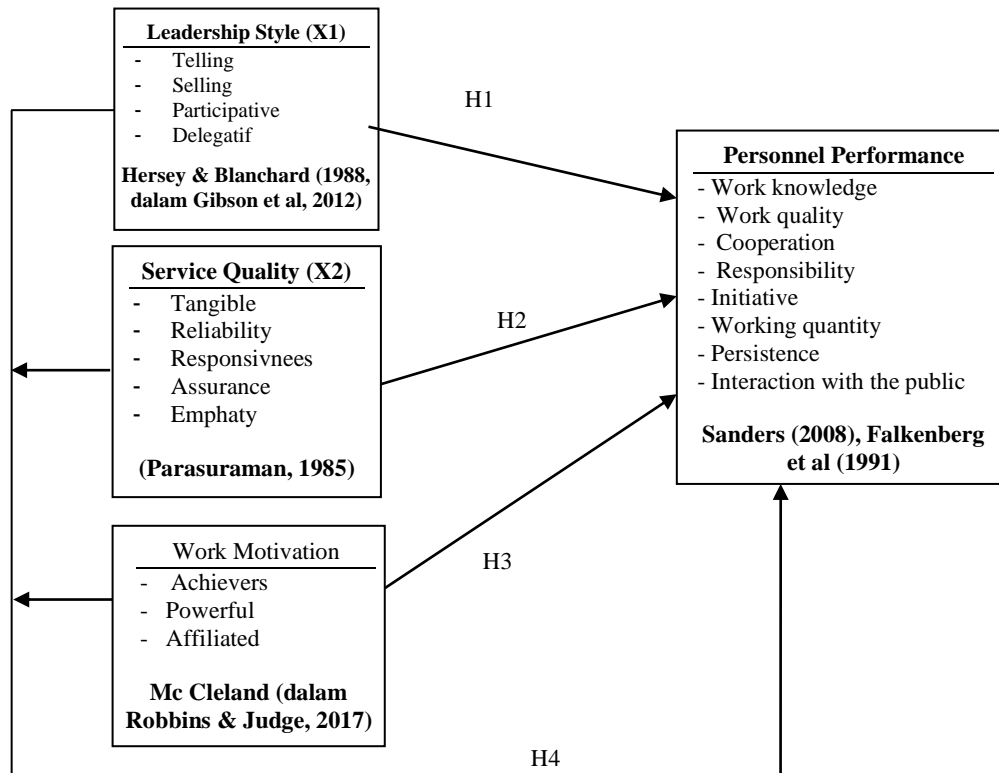
Tjiptono (2007) defines service quality as focusing on efforts to fulfill customer needs and desires, as well as the accuracy of its delivery to balance customer expectations. The concept of quality itself is actually relative, which depends on the perspective used to determine the characteristics and specifications. Basically, there are three quality orientations that should be consistent with each other, namely: 1) consumer perception, 2) product/service, and 3) process. For tangible goods, these three orientations can almost always be clearly distinguished, but for services or services (Lupiyoadi, 2013).

2.4. Performance

According to Robbin & Judge (2012) that performance is a measure that includes effectiveness and efficiency. Effective is related to the achievement of targets, while efficiency is the ratio between effective outputs and inputs needed to achieve targets. Rivai (2004:15-16) states that performance is the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results. In essence, performance is an achievement achieved by a person in carrying out his duties or work in accordance with the standards and criteria set for the job.

III. Conceptual Framework and Hypotheses

The conceptual framework of this research can be presented through the following chart 3.1:



3.2. Research Hypothesis

The hypotheses of this research are:

1. Leadership style has a positive and significant effect on personnel performance
2. Service quality has a positive and significant effect on personnel performance
3. Work motivation has a positive and significant effect on personnel performance
4. Leadership style, service quality and work motivation simultaneously have a significant effect on personnel performance.

IV. RESULTS AND DISCUSSION

4.1. Result

A summary of the results of multiple regression analysis calculations in this study can be presented in the table below:

Table 5.1. Summary of Multiple Regression Analysis Results

Research variable		Standardized coffee	t _{count}	Sig	lpha	Results
Constanta		.143				
Leadership Style	□ Personnel Performance	.357	4.396	.000	0.05	Significant
Service Quality	□ Personnel Performance	.280	3.651	.000	0.05	Significant
Work motivation	□ Personnel Performance	.345	5.081	.000	0.05	Significant
R	= 0.811	F-count	65,864			
R-Square	= 0.657	Sig.F	0.000			
Constant	= 0.143	Sample	107respondents			

Source: Results of data processing through SPSS, 2021.

Based on the results of multiple linear regression analysis in table 5.12, the following regression equation is obtained:

$$Y = 0.357 + 0.280 + 0.345 + e$$

From the above equation and the results of data analysis, it can be interpreted that:

1. If the leadership style, service quality, work motivation does not increase or decrease or are constant, the performance of personnel will increase.
2. If the leadership style increases, it will increase the performance of personnel.
3. If the quality-of-service increases, the performance of personnel will also increase.
4. If work motivation increases, the performance of personnel will also increase.

The R value of 0.811 indicates that the correlation of the independent variables of leadership style, service quality and work motivation to the performance of personnel is in a very strong category, because the value is between 0.81 - 1.00. Furthermore, the value of the coefficient of determination (R^2) = 0.657. This means that the performance of personnel is influenced simultaneously (simultaneously) by leadership style, service quality and work motivation by 65.7% while the remaining 34.3% is influenced by other variables outside this research model. The coefficient of determination (R^2) in this research model has an accuracy or precision of a powerful model for values between 0.60 to 0.80 (Riduwan, 2003: 228).

4.2. Hypothesis Test

Based on the test results of multiple regression analysis shown in table 5.12. and to answer research problems, hypothesis testing can be explained as follows:

H1: Leadership style has a positive and significant effect on personnel performance.

The results of testing the influence of leadership style on personnel performance can be proven by the value of the multiple regression coefficient of 0.357 with a positive direction. The positive regression coefficient means that the relationship between leadership style and personnel performance is unidirectional. While the t-test value is 4.396 with a probability value (significance) of $0.000 < 0.05$. The test results prove that the better the leadership style applied by the leadership element, the higher the personnel performance. The results of this study also mean that the leadership style is unidirectional and contributes significantly to personnel performance. Thus, hypothesis 2 is declared accepted.

H2: Service quality has a positive and significant effect on personnel performance.

The results of testing the effect of service quality on personnel performance can be proven by the value of the multiple regression coefficient of 0.280 with a positive direction. The positive regression coefficient means that the relationship between service quality and personnel performance is unidirectional. The t-test value is 3.651 with a probability value (significance) of $0.000 < 0.05$. The test results prove that the better the service quality, the higher the personnel performance. The results of the study also imply that service quality is unidirectional and contributes significantly to personnel performance. Thus, hypothesis 3 is declared accepted.

H3: Work motivation has a positive and significant effect on personnel performance.

The results of testing the effect of work motivation on personnel performance can be proven by the value of the multiple regression coefficient of 0.345 in a positive direction. The positive regression coefficient means that the relationship between work motivation and personnel performance is unidirectional. The t-test value is 5.081 with a probability value (significance) of $0.000 < 0.05$. The test results prove that the better the work motivation of the personnel, the higher the performance of the personnel. The results of the study also mean that work motivation is unidirectional and contributes significantly to personnel performance. Thus, hypothesis 4 is declared accepted.

H4: Simultaneously leadership style, service quality and work motivation have a significant effect on personnel performance.

The results of testing the simultaneous influence of leadership style, service quality and work motivation on personnel performance can be proven by the F test value of 65,864 with a probability value (significance) of $0.000 < 0.05$. The test results prove that the better the leadership style, service quality, and work motivation, the better the personnel performance. The results of this study also mean that simultaneously leadership style, service quality and work motivation are in the same direction and contribute significantly to personnel performance. Thus, hypothesis 1 is declared accepted.

4.3. Discussion

Based on the results of the research that has been done, the next discussion will be on the results of the analysis. The discussion is carried out by looking at the causal relationship that occurs as a proof of the hypothesis raised in this study. The theories or results of empirical research that have been carried out by previous researchers will be used in discussing research results, whether the theory or research results support or contradict the results of hypothesis testing carried out in this study.

4.3.1 The Influence of Leadership Style on Personnel Performance

Based on the results of the analysis of the influence of leadership style on personnel performance found a positive and significant effect, the research hypothesis which states that leadership style has a positive and significant effect on personnel performance is sufficient evidence to be accepted. This finding shows that the leadership style variable is able to explain the increase in the performance of the Konawe Selatan Police personnel.

The results of the study indicate that the application of an effective leadership style that is in accordance with the situation and the urgency of the activity can move subordinates to carry out the instructions of the leader properly and correctly. The leadership element at the Konawe Selatan Police in mobilizing subordinates sometimes exemplifies the behavior expected for subordinates in high-risk activities or dealing with problems that are always changing. This is done so that subordinates can understand and understand the purpose of the tasks assigned by their superiors. The leadership element applies different leadership styles in different situations, especially when facing social problems that arise in the community or in dealing with conflicts at the community level, besides that the leadership element provides education, morality, ethics to increase productivity and effectiveness in carrying out tasks by the Konawe Selatan Police personnel.

The results also show that the way the leader at the Konawe Selatan Police is to influence his subordinates to cooperate and work productively to achieve the goals of the institution is categorized as good. This is manifested in part because the application of the dominant leadership style is selling then telling, then participatory and delegative. The leadership element provides instructions in accordance with standard operating procedures at the Konawe Selatan Police, this is in accordance with the duties of the leadership element, especially the Chief of Police with the task of leading, fostering, supervising and controlling organizational units and regional implementing elements in their ranks.

The results also show that although decisions and orders must come from superiors, superiors also support improvisation for subordinates in completing their tasks in accordance with existing rules. Superiors also support the efforts of subordinates in completing tasks, especially so that subordinates continue to increase self-awareness to actively participate in various community activities in an effort to maintain a sense of security and order, provide information, suggestions and input and be active in the decision-making process to solve Kamtibmas problems and not playing games. judge himself.

The results show that superiors communicate in two directions with subordinates, the leadership element uses a persuasive approach in solving problems faced by subordinates, such as subordinates who are not disciplined or commit violations or who have poor performance. with the subordinate concerned or the element of the leadership employing the subordinate into a work unit that is controlled directly by the element of leadership, so that the subordinate feels cared for and makes changes in attitude because he feels he is directly controlled by the superior. This approach brings change and the benefits are felt by the Konawe Selatan Police personnel.

The results also show that the leadership elements also use the delegative leadership style although it is rarely applied because the line of command is clear in the police so that subordinates are not careless in carrying out their duties which can have a negative impact on institutions and society. However, the delegative leadership style is sometimes applied by the work unit at the Konawe Selatan Police when the leadership element in that unit is the officer rank, on the other hand in the unit there are subordinates who are of lower rank but the service period is longer than the leadership element in the unit. Thus, the leadership element in the unit sometimes applies a delegative leadership style when handing over tasks to their subordinates, and these tasks are usually administrative tasks, while the tasks that are emergency in nature, the leadership element still uses the selling or telling leadership style or at least the participatory leadership style applied. at the Konawe Selatan Police Station so that it can have an impact on improving the performance of the personnel concerned.

The results of this study support the opinion of Siagian (2010) that the success of an organization as a whole or various groups in a particular organization, is very dependent on the quality of leadership contained in the organization concerned. Furthermore, leaders in organizations must know about the organization, master organizational science and control the people in the organization

The results of this study support the research of Fuller *et al.* (1996), Basit *et al.* (2017) which revealed that leadership style has a significant effect on employee performance. Likewise, research by Chua *et al.* (2018) reveals that leadership style has a positive and significant impact on employee performance. Dolly & Nonyelum's research (2018) reveals that leadership style has a positive effect on employee performance.

The results of this study support Vimalan & Masri (2020); Simatupang (2021); Baig *et al.* (2019), Efendi & Marnisah (2019); Dong *et al.* (2019);; Khoza *et al.* (2016) that leadership style has a positive and significant effect on personnel performance. On the other hand, this study does not support Rustam's (2019) research; Lolowang *et al.* (2019); Lor & Hasan (2017); Novianti *et al.* (2019); Hamulian *et al.* (2018) who found that leadership style had no significant effect on personnel performance.

4.3.2. The influence of service quality on personnel performance

Based on the results of the analysis of the effect of service quality on personnel performance, it was found a positive and significant effect, the research hypothesis which states that service quality has a positive and significant effect on personnel performance is sufficient evidence to be accepted.

The results show that the Konawe Selatan Police Station has provided quality services internally to its personnel. The most prominent indicator of service quality is responsiveness. Empirical studies show that personnel have a willingness to help other personnel and provide prompt service. With the demand that work must be completed quickly and accurately, each work unit is required to be responsive to the completion of its tasks so as to provide good service to other units that delegate work to their work units so that they can be processed more quickly so that work can be completed on time. Besides the responsiveness of personnel, other indicators that stand out are tangibles related to cleanliness, tidiness and comfort of the office which shows that tidiness, cleanliness of the office is always maintained so that personnel can work comfortably.

The service quality indicator that has the lowest average is empathy with an average of 4.19 or has a good category, the statement item that has the lowest average on the empathy indicator is personnel communication with an average of 4.16 or has a good category, although it has a good category but the item has This low average is caused by the ability of personnel in understanding the main tasks and functions that have not been maximized because some important positions are still filled by personnel with the rank of non-commissioned officer on the other hand that these personnel have not attended vocational education and training so that the attention of personnel to other personnel has an average value smaller than the item. another statement.

The quality of public services provided by the Konawe Selatan Police will have an impact on continuous interaction and increase in personnel satisfaction and thus will have an impact on the productivity and performance of personnel. Thus, the Konawe Selatan Polres institution will maintain services with the desired level of quality.

The results of this study support the opinion of Wang (2012), Zeithaml (2107) revealed that increasing service quality is related to the involvement and partnership of stakeholders in this case the main contributors are leaders and employees, satisfaction and benefits from personnel is a fundamental improvement of service quality. Researchers found a transformation of the company's mindset that they are more aware of service quality and especially through their employees by considering them as customers.

The results of this study support the opinion of ZhenYou (2003) that an important aspect of internal service quality is to see how employees of a division provide their colleagues with quality services. Thus, internal service quality affects employee satisfaction and performance. Meng Xia (2003) argues that High quality internal services increase employee satisfaction and performance, which results in external customer satisfaction and increased organizational performance. The quality of internal services in the public sector plays an important role in meeting the expectations of its internal customers, namely its employees (Singh, 2016).

The results of this study support the research of Elrahman et al (2020), Singh (2016), Nurlina et al (2020); Suharno & Despinur (2017); Sharma et al (2016); Nazeer et al (2014) found that service quality has a positive and significant effect on personnel performance. On the other hand, this study does not support the Space Research (2020); Nair (2016) that service quality has no significant effect on personnel performance.

4.3.3. The effect of work motivation on personnel performance

Based on the results of the analysis of the effect of work motivation on personnel performance finding a positive and significant effect, the research hypothesis which states that work motivation has a positive and significant effect on personnel performance is sufficient evidence to be accepted.

The results showed that the higher the work motivation of the personnel, the higher their performance. Empirical studies showed that the Konawe Selatan Police personnel had a will to work that arose because of the encouragement from within the personnel as a result of the integration of the personal needs of the personnel. The South Korean Police personnel have work motivation because of the desire to complete their duties well and want to develop their careers, because the South Korean Police personnel still have a productive age so they still have the opportunity to develop their careers. The most prominent indicator is the need for affiliation, this shows that personnel want to establish a good relationship with their co-workers in order to complete the tasks in their work unit, this is also driven by the lack of personnel who have the rank of officer so that personnel who are still in the rank of The non-commissioned officer and mandated by a certain position seeks to establish good relations with all personnel in his work unit so that knowledge that has not been obtained in completing a task can be obtained from other personnel.

The results showed that the South Konawe Polres personnel in carrying out an activity at first had the desire to establish relationships with their co-workers both in one work unit and in another, this is very important especially the conditions at the South Konawe Police Station are still lacking in human resources so that The role of cooperation in a work team is very important in the success of an activity. Furthermore, personnel want to improve their achievements in order to develop their careers, this is also supported by respondents who generally have a productive age so that they still have the opportunity in the future to occupy the desired position. In the current condition, personnel have a rational view that obtaining a position with certain processes and mechanisms, this causes personnel not to pursue a certain position or the need for power is the last option after meeting the needs for affiliation and achievement needs. With this work motivation, personnel will try to carry out their duties or work in accordance with the standards and criteria set by the job so that their performance increases.

The results of the study indicate that the completion of tasks by personnel is based on cooperation between personnel and between work units by having good work quality. The South Konawe Resort Police personnel complete their duties consistently, neatly and thoroughly. Quality completion of tasks by personnel is mandatory. that must be adhered to, because the quality of work can guarantee legal certainty and public trust in the police institution so that it can encourage security and order at the community level, thereby improving the performance of personnel and even institutions.

The results of this study support the opinion of Steers (1985) that one of the factors that affect performance is the level of worker motivation. Similarly, Gibson (2008) argues that human resource performance is a function of motivation. Thus, the expected motivation of employees is a function of motivation which can affect employee performance.

Handoko (2001) also suggests that one of the factors that influence employee performance is motivation. Likewise, according to Tiffin and Mc. Cormick (in As'ad 2001) that one of the factors that affect a person's performance is work motivation. Rivai and Sagala (2013) also suggest that the stronger the work motivation, the higher the employee's performance, this means that any increase in employee motivation will provide a significant increase in employee performance.

The results of this study support previous research on the effect of motivation on employee performance such as Santosa (2018) finding that work motivation has a positive and significant effect on employee performance. Research by Fachreza et al (2018) also found that work motivation has a significant effect on employee performance.

The results of this study support the research of Simatupang (2021); Laras et al (2021); Kate et al (2021); Alexandri et al (2019); Simatupang & Saroyeni (2018), Fachreza et al (2018), Ghozali (2017), Syaifuddin (2016) found that work motivation has a positive and significant effect on personnel performance. On the other hand, this study does not support the research of Nugroho et al (2021); Irawan et al (2020); Kristanti & Pangastuti (2019); Ghufroni et al (2019); Razak et al (2018), Rijanti et al (2018) that work motivation has no significant effect on personnel performance.

4.3.4. Simultaneous effect of leadership style, service quality and work motivation on personnel performance.

Based on the results of the analysis of the simultaneous influence of leadership style, service quality and work motivation on the performance of personnel found a positive and significant effect, the research hypothesis which states that leadership style, service quality and work motivation simultaneously have a significant effect on personnel performance is sufficient evidence to be accepted. This finding shows that the variables of leadership style, service quality and work motivation are simultaneously able to explain the increase in the performance of the Konawe Selatan Police personnel.

The results showed that with the application of the right leadership style according to the situation and the quality of internal services in the form of infrastructure, reliability, responsiveness, assurance, empathy from personnel and the existence of personnel work motivation, the personnel had a clear direction in completing their tasks and personnel are encouraged to work more optimally thereby increasing the performance of personnel.

The results showed that with the application of an effective leadership style in this case the dominant is the leader providing structured instructions but the leader also provides support to subordinates so that subordinates feel protected and appreciated so that personnel can clearly understand their duties. When personnel complete their duties which are supported by the availability of quality services in the form of infrastructure, responsiveness of personnel both in one work unit and in other work units, the desire of personnel to build good relationships with fellow personnel and the desire to have achievements so that there is a willingness from personnel to master all aspects of their work, personnel will work carefully, diligently and neatly in accordance with the demands of the work and personnel will try to complete all their tasks on time so that work does not pile up, thus this will encourage increased performance personnel.

The results of this study support the opinion of Guest (1997) that the impact of human resource management is based on several propositions that human resource practices can lead to employee characteristics such as involvement, commitment, motivation and skills; if employees have these characteristics, it is likely that their performance in terms of productivity, quality and delivery of high levels of customer service will improve.

The opinion of Siagian (2010) that the success of an organization as a whole or various groups in a particular organization, is very dependent on the quality of leadership contained in the organization concerned. A leader who effectively displays and manages emotions will find it easier to influence the feelings of his followers by expressing genuine sympathy and enthusiasm for good performance (Robbins & Judge, 2017).

Organizational belief that providing quality services to internal customers will lead to more satisfied customers (Parasuraman, Berry, & Zeithaml, 1991). Providing quality services to internal customers affects job satisfaction which ultimately leads to effectiveness and efficiency, quality of work. McManus, Keeling, & Paice, (2004); Meng Xia (2003) argues that high-quality internal services increase employee satisfaction and performance.

The results of this study support the research of Novianti et al (2019) that simultaneously leadership style and work motivation have a positive and significant effect on employee performance. as well as research by Syafii et al (2015) that employee performance is influenced by several factors, namely: organizational culture, leadership style and employee motivation. Khairiyah and Annisa (2013) research found that performance is influenced by leadership style, and work motivation.

5.4. Research Limitations

The limitations of this study are that the research sample is only police personnel serving at the Konawe Selatan Polres, on the other hand that there are Polsek with rural and prarural types in several places and there are Polsub-sectors in several places within the legal area of the Polres with leadership style conditions, different quality of service when compared with conditions in the Police itself. Therefore, future researchers need to review this variable both in police institutions and other public organizations with a wider scope of objects to determine the consistency of the relationship between research variables.

VI. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of research and discussion can put forward some conclusions among others:

1. Leadership style has a positive and significant effect on personnel performance, this shows that the application of an effective leadership style will increase cooperation between personnel so that the tasks given can be completed on time and have good work quality so that personnel performance will increase.
2. Quality of service is influenced positively and significantly to the performance of personnel, it is shown that the quality services that provide comfort to the personnel in the work, there is a sense of trust, responsiveness to the task so that the personnel can complete the task by both the performance of personnel be increased.
3. Motivation work affects positively and significantly to the performance of personnel, it is shown that the personnel who have the desire to establish good relations with fellow personnel and their desire to improve his performance then the personnel will increase the knowledge, work more carefully, so that the performance increases.
4. Leadership style, quality of service and motivation to work in simultaneous impact significantly on the performance of personnel. It shows that with the application of force effective leadership, and supported by quality services as well as the motivation of the personnel its personnel know the direction, objectives and procedure implementation of tasks so that personnel can carry out their duties with the good so that its performance be increased.

5.2. Suggestions

Based on the results of data analysis and discussion, several suggestions can be made, including:

1. The leadership element can delegate tasks to subordinates who have good work experience but control of the implementation of the task becomes the authority of the leadership element, so that subordinates can complete these tasks in accordance with existing procedures and provisions.
2. Keep in providing adequate work equipment in the form of: laptops and vehicle services personnel to be able to complete its tasks with the right time, both for the smoothness of task administration as well as the smoothness of task operation in the field so that the performance of personnel is increased again.
3. Motivation of personnel in the form of their desire for power needs to be increased again so that personnel develop their ability so that their performance becomes more increased.
4. Personnel need to increase their knowledge both through education and vocational training organized by police institutions and other formal education channels in the form of undergraduate and master's education so that they can adapt more quickly in accordance with technological developments and community dynamics.

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