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## The Influence of Leadership Behavior and Work Discipline on The Work Effectiveness of Members in The Bandung Police Drug Research Unit

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**Abstract:** The purpose of the study is to describe and analyze the influence of leadership behavior on the effectiveness of member work, the influence of work discipline on the effectiveness of member work and the influence of leadership behavior and work discipline simultaneously have a significant effect on the effectiveness of the work of members of the Bandung Police Narcotics Research Unit, the calculated  $t_{\text{value}}$  for variable  $X_1$  (Leader behavior) is 7.859, while the  $t_{\text{table}}$  value for  $n = 69$  is 1.995. So  $7.859 > 1.995$ , it can be concluded that partially the variable Leadership Behavior ( $X_1$ ) has a significant influence on the effectiveness of member work (Y), the calculated  $t_{\text{value}}$  for variable  $X_2$  (Work Spirit) is 10.669, while the  $t_{\text{table}}$  value for  $n = 69$  is 1.995. So  $10.669 > 1.995$ , it can be concluded that partially the work discipline variable ( $X_2$ ) has a significant effect on the effectiveness of member work (Y). The calculated  $f_{\text{value}}$  is 297.332. which is greater than the table  $f_{\text{value}}$  for  $n = 69$  of 2.74 or  $297.332 > 2.74$  with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that leadership behavior ( $X_1$ ) and work discipline ( $X_2$ ) jointly influence the effectiveness of member work (Y).

**Keyword:** Leadership Behavior, Work Discipline, Work Effectiveness of Members.

### INTRODUCTION

The Bandung Police Narcotics Investigation Unit is a strategic unit tasked with combating narcotics crimes, encompassing investigations, arrests, and securing evidence, as well as uncovering drug trafficking networks. The complex nature of the task demands optimal member effectiveness, as any procedural errors or administrative delays can result in legal proceedings being halted or the suspect escaping. To achieve this effectiveness, support from two key factors is essential: leadership behavior and member discipline.

Work effectiveness is the ability of individuals and groups to complete tasks accurately, quickly, and in accordance with established operational standards. In the context of the police, work effectiveness includes timely response to reports, thorough investigations, successful case

resolution, and the ability to work in a disciplined and responsible manner. The high workload, complexity of tasks, and the dynamics of drug crime require appropriate managerial support and leadership behavior to ensure optimal performance.

One factor strongly suspected of influencing work effectiveness is leadership behavior. Leaders who provide clear direction, role models, provide supervision, effective communication, and adequate motivation will boost team morale and improve the quality of team members' work. Conversely, leadership behavior that is less responsive, less communicative, or provides minimal supervision can reduce team performance, hinder coordination, and lead to ineffective task execution. Leadership behavior has a significant impact on team member performance and effectiveness. Leaders who provide direction, motivation, role models, and good communication will create a positive work climate that encourages team members to work with high commitment. Conversely, leadership behavior that is authoritarian, less communicative, or provides insufficient support can reduce morale, increase stress, and impact the effectiveness of task execution. In the detective unit, where coordination, courage to make decisions, and readiness to face risks are key requirements, leadership behavior is a crucial variable in determining operational success.

In addition to leadership behavior, work discipline is a fundamental aspect that significantly influences the effectiveness of police officers. Work discipline reflects adherence to rules, procedures, timetables, and operational regulations. Highly disciplined officers tend to be more responsible, punctual, consistently adhere to standard operating procedures (SOPs), and maintain integrity throughout every investigation. However, in practice, phenomena such as delays in completing case files, a lack of accuracy in preparing investigative reports, and poor adherence to task schedules are still encountered. These conditions indicate disciplinary issues that have the potential to reduce the effectiveness of officers.

The decline in member discipline is also evident in the increasingly low on-time attendance rate. In 2022, the attendance rate reached 93%, but dropped to 90% in 2023 and again to 87% in 2024. Poor attendance discipline results in unscheduled task execution and hinders smooth operational activities.

Furthermore, the level of accuracy of members in preparing reports has also declined. This is evident in the increasing number of administrative errors from year to year, from 8 in 2022 to 11 in 2023 and then to 15 in 2024. The high rate of administrative errors indicates a lack of attention to detail and poor work quality, which ultimately directly impacts the effectiveness of investigations.

Member motivation also tended to decline over the three-year period. Based on an internal survey, member motivation scores dropped from 4.2 in 2022 to 3.9 in 2023 and reached 3.6 in 2024. This decline in motivation can be attributed to leadership behavior patterns, increased workloads, lack of appreciation, and uncertainty in performance appraisals. Finally, member workloads showed an increasing trend each year, from an average of 6 cases per investigator per month in 2022, to 7 cases in 2023, and reaching 9 cases in 2024. Increasing workloads without a corresponding increase in effectiveness and discipline can be one of the causes of the decline in work quality.

Based on this background, the author is interested in further researching the influence of leadership behavior and work discipline on the effectiveness of the work of members of the Bandung Police Narcotics Research Unit.

## **METHOD**

### **Types of research**

This research uses a quantitative approach. A quantitative approach emphasizes the meaning, reasoning, and definition of a particular situation (in a specific context), focusing more on issues related to everyday life. A qualitative approach, furthermore, emphasizes the process over the end result; therefore, the sequence of activities can vary depending on the

conditions and the number of symptoms found. This type of research uses an associative research method. Associative research aims to determine the relationship between two or more variables. Associative research has the highest level compared to descriptive and comparative research. With this associative research, a theory can be built that can function to explain, predict, and control a phenomenon.

### **Sample population**

Population is the entire subject or object that has certain characteristics and is the focus of the research (Sugiyono, 2019). In this study, the population is all members of the Bandung Police Narcotics Research Unit. The number of members in the unit (for example, based on internal data in 2024) is Total Population = 69 members. The sampling technique that will be used is Total Sampling. or called Saturated Sampling namely Total Sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The reason for taking total sampling is because according to Sugiyono (2007) if the population is less than 100, the entire population is used as a research sample. Using the Total Sampling technique, a sample of 69 people was taken. members of the Bandung Police Narcotics Research Unit as respondents in this study.

### **Method of collecting data**

In accordance with the form of quantitative research approach and data sources to be used, the data collection techniques used are observation analysis and questionnaires. To collect data in research activities, certain methods or data collection techniques are required, so that the research process can run smoothly. In this study, the main instrument used is a questionnaire (survey) which is compiled based on indicators of each research variable, namely leadership behavior ( $X_1$ ), work discipline ( $X_2$ ), and member work effectiveness ( $Y$ ). The data collection techniques used in this study are as follows:

1. Questionnaire

The questionnaire was given to respondents to determine the influence of leadership behavior ( $X_1$ ), work discipline variables ( $X_2$ ) and member work effectiveness ( $Y$ ).

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree     Score 5
- b) Agree                Score 4
- c) Quite Agree        Score 3
- d) Disagree            Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

2. Research Instruments

Instrument research on leadership behavior variables ( $X_1$ ), The work discipline variable ( $X_2$ ) and member work effectiveness ( $Y$ ) are in the form of a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

### Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

### Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the  $r_{result} > r_{table}$ , then the item or variable is valid.
- b) If the r value is negative and  $r_{result} < r_{table}$  Or  $r_{result}$  is negative  $> r_{table}$  then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results ( $r_{xy}$ ) is greater than the table r value (5%).

### Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the  $r_{alpha}$  value is positive and  $r_{alpha} > r_{table}$ , then the item or variable is reliable.
- b) If the  $r_{alpha}$  value is negative and  $r_{alpha} < r_{table}$  or r alpha is negative  $> r_{table}$ , then the item or variable is not reliable.

### Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables ( $X_1$  and  $X_2$ ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu Y / X_1, X_2, \dots, X_n = A + B_1 X_1 + B_2 X_2 + \dots + B_n X_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

### Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small  $r^2$  value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables " $X_1$ " and " $X_2$ " with the variable " $Y$ " can be determined by using the coefficient of determination analysis, which is obtained by

squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

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

**Information:**

- Kd = Value of coefficient of determination
- r = Correlation coefficient value

**Hypothesis**

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

- a. t-test
  - To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:
    - 1)  $H_0$  is accepted if  $t_{count} < t_{table}$ .
    - 2)  $H_0$  is rejected if  $t_{count} > t_{table}$ .
- b. F test
  - The F test statistic is used to determine simultaneously (multiple) the influence between leadership behavior ( $X_1$ ), work discipline variables ( $X_2$ ) and member work effectiveness (Y), with the test results being:
    - 1)  $H_0$  is accepted if  $F_{count} < F_{table}$ .
    - 2)  $H_0$  is rejected if  $F_{count} > F_{table}$ .

**RESULTS AND DISCUSSION**

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of leadership behavior ( $X_1$ ), work discipline variables ( $X_2$ ) and member work effectiveness (Y) and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, to determine whether each variable studied has a positive or negative influence on the effectiveness of the work members. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

**a. Multiple Linear Regression Test**

**Table 1. Results of the Regression Equation Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,176	1,848		1,719	.090
Leadership behavior (X1)	.405	.052	.434	7,859	.000
Work discipline (X2)	.604	.057	.590	10,669	.000

a. Dependent Variable: Member work effectiveness (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 3,176 + 0,405.X_1 + 0,604.X_2$$

- ❖ The intercept constant value is 3.176 states that if the leadership behavior variable ( $X_1$ ), work discipline variable ( $X_2$ ) increases by 1 unit, then the member work effectiveness variable ( $Y$ ) will increase by 3.176.
- ❖ The regression coefficient value of the leader behavior variable ( $X_1$ ) on the member work effectiveness variable ( $Y$ ) is 0.405. This means that if the leader behavior variable ( $X_1$ ) increases by 1 unit, it will increase the member work effectiveness variable ( $Y$ ) of 0.405, assuming the leadership behavior variable ( $X_1$ ) is considered constant.
- ❖ The regression coefficient value of the Work Discipline variable ( $X_2$ ) against the Work Effectiveness variable ( $Y$ ) is 0.604. This means that if the Work Discipline variable ( $X_2$ ) increases by 1 unit, it will increase the Work Effectiveness variable ( $Y$ ) of 0.604, assuming the work discipline variable ( $X_2$ ) is considered constant.

### b. Coefficient of Determination

Based on the table above, namely the Summary Model which produces an R Square value of 0.900, this means that leadership behavior and work discipline have a 90% influence on the effectiveness of member work, while the remaining 10% is influenced by other factors that were not examined by the author in this study.

### c. Hypothesis testing

#### t test

- 1) The influence of leadership behavior ( $X_1$ ) on the effectiveness of member work ( $Y$ ).  
Based on the table coefficients above, the calculated t-value for variable  $X_1$  (leadership behavior) is 7.859, while the t-table value for  $n = 69$  is 1.995. So  $7.859 > 1.995$ , it can be concluded that partially the variable Leadership Behavior ( $X_1$ ) has a significant effect on the effectiveness of member work ( $Y$ ). Therefore,  $H_0$  is rejected and  $H_a$  is accepted.
- 2) Influence of work discipline ( $X_2$ ) on the effectiveness of member work ( $Y$ ).  
Based on the table coefficients above, then the calculated t value for variable  $X_2$  (Work Spirit) is 10.669, while the t-table value for  $n = 69$  is 1.995. So  $10.669 > 1.995$ , it can be concluded that partially the work discipline variable ( $X_2$ ) has a significant effect on the effectiveness of member work ( $Y$ ). Therefore,  $H_0$  is rejected and  $H_a$  is accepted.

#### F test

Calculated F-value is 297.332 which is greater than the table F-value for  $n = 69$  of 2.74 or  $297.332 > 2.74$  with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that leadership behavior ( $X_1$ ) and work discipline ( $X_2$ ) together influence the effectiveness of member work ( $Y$ ).

### CONCLUSION

1. Leadership behavior ( $X_1$ ) has a significant effect on member work effectiveness ( $Y$ ). This is evidenced by the calculated t value of 7.859, which is greater than the t table of 1.995 at a significance level of 0.05. Thus, the alternative hypothesis ( $H_{a1}$ ) is accepted and the null hypothesis ( $H_{01}$ ) is rejected.
2. Work Discipline ( $X_2$ ) has a significant influence on Member Work Effectiveness ( $Y$ ). This is proven by the calculated t value of 10.669 which is greater than the t table of 1.995. Thus, the alternative hypothesis ( $H_{a2}$ ) is accepted and the null hypothesis ( $H_{02}$ ) is rejected.
3. Leadership Behavior ( $X_1$ ) and Work Discipline ( $X_2$ ) simultaneously have a significant effect on Member Work Effectiveness ( $Y$ ). This is evidenced by the calculated F value of 297.332, which is much greater than the F table of 2.74, and a significance value of

$0.000 < 0.05$ . Thus, the alternative hypothesis ( $H_{a3}$ ) is accepted and the null hypothesis ( $H_{03}$ ) is rejected. The coefficient of determination (R Square) is 0.900, shows that 90% of the variation in Member Work Effectiveness is influenced by Leadership Behavior and Work Discipline, while the remaining 10% is influenced by other factors not examined in this study, such as work motivation, competence, work environment, reward system, and other psychological factors.

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