

## The Influence of Leadership, Competence and Compensation on Job Satisfaction and Performance of Barru Resort Police Personnel

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### Abstract

*The purpose of this study is to analyze the influence of leadership on job satisfaction, analyze the influence of competence on job satisfaction, analyze the influence of compensation on job satisfaction, analyze the influence of leadership on personnel performance, analyze the influence of competence on personnel performance, analyze the influence of compensation on personnel performance, analyze the influence of job satisfaction on personnel performance, analyze the influence of leadership through job satisfaction on personnel performance, analyzing the influence of competence through job satisfaction on personnel performance and analyzing the influence of compensation through job satisfaction on the performance of Barru Resort Police (Polres) personnel. The data of the questionnaire results were analyzed using the Structural Equation Model using the help of AMOS 18. The results of the study found that leadership variables, competency variables and compensation variables directly had a positive and insignificant effect on job satisfaction. Furthermore, the leadership variable and the competency variable directly had a positive and insignificant effect on personnel performance, while the compensation variable directly had a positive and significant influence on personnel performance. The direct influence on job satisfaction showed a positive and insignificant effect on personnel performance. Furthermore, for the indirect influence, it can be seen that the competency variable has a positive and insignificant effect through job satisfaction on personnel performance and the leadership variable and the compensation variable has a positive and significant effect through job satisfaction on personnel performance.*

**Keywords:** Leadership, Competence, Compensation, Job Satisfaction, Personnel Performance.

### INTRODUCTION

Human Resources have a very important role in an organization. Human Resources itself is a very important determinant for the effectiveness of activities in the organization. A person's success and performance in a field of work is largely determined by their level of competence, professionalism and also their commitment to the field of work they are engaged in. An organization is required to be able to improve the quality of existing human resources. The organization itself is a forum where people gather, cooperate rationally and systematically, in utilizing organizational resources efficiently and effectively to achieve predetermined goals. Targeted cooperation is carried out by following the pattern of interaction between individuals or groups in interacting both inside and outside the organization. The interaction pattern is aligned with various rules, norms, beliefs, and certain values as set by the organization. The pattern of interaction in a certain time will form a common habit or form an organizational culture that always controls the members of the organization, thus a strong organizational culture is a shaper of high organizational performance. Given the importance of human resources in an organization, managing these resources is also an important part of management. One of the key aspects of management work related to HR is the aspect related to employee performance and the management of the management division known as performance management. Performance is essential for all organizations both government and non-government organizations, as the performance shown by employees will determine the effectiveness of the organization. On the other hand, performance is also important because it reflects a measure of success in the leadership element in managing the existing organization and the human resources in the organization. Aware of such conditions, to face and anticipate the obstacles and challenges that will be obtained by an organization, it must have quality and reliable human resources, and be able to anticipate every change that occurs, and even be able to make

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decisions quickly and accurately so that the results achieved can be maximized. This happened within the scope of the Barru Resort Police Office (Polres), where the agency was faced with a situation where the performance of personnel was not seen to be optimal in supporting the vision and mission of the Barru Resort Police Office (Polres).

Leadership is a very important factor in influencing organizational achievement because leadership is a key activity in which organizational goals can be achieved. In general, leadership is defined as the process that influences the activities of individuals or groups to achieve goals in a given situation. In this case, leadership can be said to be a leader in directing, promoting and organizing all elements in a group or organization to achieve the desired organizational goals that result in maximum employee performance. With an increase in worker achievement means the achievement of a person's work or worker in realizing organizational goals. In addition to the leadership factor, the competencies possessed by employees in an organization are the key to the success of an organization. Competence is an aspect of a person's abilities that includes knowledge, skills, attitudes, values, or personal characteristics that enable workers to achieve success in completing their work through the achievement of results or success in completing tasks. The success or failure of an organization to achieve its vision and mission in a sustainable manner depends on the quality of its human resources.

Looking at the phenomenon of leadership and competence at the Barru Resort Police Office, it seems that it is not in accordance with expectations, so this condition is indicated to affect the performance of personnel. In terms of leadership, personnel need good leadership to be able to motivate personnel to improve performance. As the results of observations obtained in the field, the tendency of personnel attitudes to always postpone work is the reason for the lack of attention of the leadership. Leaders should be proactive in reminding personnel who tend to show a decline in performance. In addition, the problems that occurred at the Barru Resort Police Office (Polres) were that the performance of personnel was still poor and there was still a high percentage of late entry to work and the implementation of duties that were not in accordance with the Standard Operating Procedures (SOP). This is certainly an assessment that the leadership has not been maximized in influencing personnel to show their best work ability to achieve goals.

One of the causes of the non-optimal achievement of the National Police bureaucratic reform target is the problem of organizational structure. The main tasks, functions and roles of the police starting from the Headquarters to the Police have not been fully accommodated. Currently, the National Police has implemented an organizational structure based on the Regulation of the National Police Chief Number 6 of 2017 concerning Organizational Structure and Work Procedures at the level of the National Police Headquarters of the Republic of Indonesia. The structure is often considered too fat and has many hierarchies. This leads to convoluted processes, delays in service and decision-making, inefficiencies and ultimately creates a feudal culture in the apparatus. The organizational structure of the National Police at this time is considered necessary to be improved. Restructuring is expected to increase efficiency, effectiveness, and accelerate the service and decision-making process. In addition, he will also encourage performance-oriented and professional-oriented behavior. This organizational restructuring, along with other programs, will result in an efficient, effective, and accountable organizational structure. The ultimate goal is to realize an independent, professional and trusted National Police by the public. As a prerequisite, the restructuring process requires in-depth information about the problems and needs of the organization. The importance of leadership and competence is something that must be done to prepare quality and reliable human resources in order to be able to face the rapid development of technology and knowledge as it is today. Talking about leadership and competence actually talks about two very important aspects, namely process and results. Therefore, the role of leadership and competence is very large to equip personnel to be more creative in achieving goals effectively and efficiently. Based on this background, the title of this study is; "The Influence of Leadership, Competence and Compensation on Job Satisfaction and Performance of Barru Resort Police Personnel"

## **RESEARCH METHODS**

The approach of this research is to answer the problems that have been formulated, the objectives to be achieved and at the same time to test hypotheses that explain the symptoms caused by a research object, so

that this research includes explanatory research, which is a study to confirm and test the relationship between variables (casual research), which specifically will be carried out hypothesis tests in structural equations.

## **Types and Data Sources**

The types of data in this study are as follows:

- a. Qualitative data is data presented in the form of verbal words rather than in the form of numbers which are included in qualitative data in this study, namely an overview of the research object.
- b. Quantitative data is a type of data that can be measured or calculated directly, which is in the form of information or explanations expressed in numbers or in numbers. In this case, the qualitative data needed is the number of personnel and the results of the questionnaire that have been filled in by the respondents.

In this study, a type of quantitative research is used, namely systematic scientific research on relationships or influences developed using statistical models.

Data Source. The data sources in this study consist of:

- a. Primary data is data obtained from the results of observation and questionnaire distribution.
- b. Secondary data is data obtained from documents at the Barru Resort Police and data obtained from parties related to this research.

## **Population and Sample**

The population in this study is all Madrasah Aliyah teachers in Barru Regency, namely 271 people from the Barru Police personnel consisting of Sections/Functional Units and Sections as many as 161 personnel and 110 personnel from the Jajaran Police. A sample is a collection of sampling units selected from a sampling framework. Research that takes samples from a population and uses questionnaires as the main data collection tool. The sample technique in this study uses the full sampling method or census method, which is to take the entire population to be used as a sample.

## **Data Analysis Techniques**

The data analysis techniques used to explain the phenomena in this research are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis. Based on the research conceptual framework previously stated, the data analysis technique used in this research is Structural Equation Model = SEM. The reason for using SEM in this research is based on the consideration that SEM provides a direct method regarding the existence of multiple relationships simultaneously so as to provide efficient statistical analysis and SEM has the ability to test variables comprehensively. Apart from that, SEM is very useful in testing a series of reciprocal relationships. dependency between variables simultaneously, namely if a variable is independent in the next equation relationship. In principle, Structural Equation Model (SEM) is a multivariate analysis that briefly describes applications and models, which include Factor Analysis, Path Analysis, and Regression Analysis.

## **RESEARCH RESULTS AND DISCUSSION**

Based on the empirical model proposed in this study, testing of the hypothesis proposed can be carried out through path coefficient testing in the structural equation model. Table 21 is a hypothesis test by looking at the p value, if the p value is less than 0.05, then the relationship between the variables is significant. In addition, it also explains the direct effect, meaning that there is a positive influence directly between variables. Indirect effect means that there is a positive influence indirectly between variables, and total effect is the accumulation of direct and indirect influences. The test results are presented in the following table:

**Table 1. Testing the Direct Effect and Indirect Effect Hypothesis**

Hip	Variable			Direct	Indirect (Sobel Test)	P-Value	Ket
	Independent	Intervening	Dependent				
1	Leadership (X1)	-	Job Satisfaction (Y1)	2,455	-	0,164	Not Significant
2	Competencies (X2)	-	Job Satisfaction (Y1)	-0,005	-	0,916	Not Significant
3	Compensation (x3)	-	Job Satisfaction (Y1)	0,094	-	0,075	Insignificant
4	Leadership (X1)	-	Personnel Performance (Y2)	0,228	-	0,870	Insignificant
5	Competencies (X2)	-	Personnel Performance (Y2)	-0,065	-	0,519	Not Significant
6	Compensation (x3)	-	Personnel Performance (Y2)	0,343	-	0,000	Significant
7	Satisfaction Work (Y1)	-	Personnel Performance (Y2)	0,497	-	0,190	Insignificant
8	Leadership (X1)	Job Satisfaction (Y1)	Personnel Performance (Y2)	-	0.954	0.339	Significant
9	Competencies (X2)	Job Satisfaction (Y1)	Personnel Performance (Y2)	-	-0.095	0.923	Not Significant
10	Compensation (x3)	Job Satisfaction (Y1)	Personnel Performance (Y2)	-	1.054	0.291	Significant

Source: Data after processing, 2024

Based on table 22, it shows that the leadership variables, competency variables, and compensation variables directly have a positive and insignificant effect on the job satisfaction variable. Furthermore, the leadership variable and the compensation variable directly exert a positive and insignificant influence on the personnel performance variable, while the competency variable has a positive and significant effect on the personnel performance variable. The overall model of three direct paths and seven hypothesized indirect paths. Based on the results of the SEM AMOS analysis, there is one direct path that has a positive and significant influence and five direct paths that have a positive and insignificant effect. Meanwhile, the results of the analysis of the Sobel test for indirect influence show a positive and significant influence. The interpretation of Table 22 can be explained as follows:

1. Leadership has a direct influence on job satisfaction with a direct effect coefficient value of 2.455 and  $p = 0.164 < 0.05$ , indicating that leadership makes a positive and insignificant contribution to the job satisfaction of personnel in the Barru Resort Police (Polres).
2. Competence has a direct influence on job satisfaction with a direct effect coefficient value of -0.005 and  $p = 0.916 > 0.05$ , indicating that competence makes a positive and insignificant contribution to the job satisfaction of personnel in the Barru Resort Police (Polres).
3. Compensation had a direct effect on job satisfaction with a direct effect coefficient value of 0.094 and  $p = 0.075 < 0.05$ , indicating that compensation made a positive and insignificant contribution to personnel in the Barru Resort Police (Polres).

4. Leadership has a direct influence on personnel performance with a direct effect coefficient value of 0.228 and  $p = 0.870 > 0.05$ , indicating that leadership makes a positive and insignificant contribution to personnel performance in the Barru Resort Police (Polres).
5. Competence has a direct influence on personnel performance with a direct effect coefficient value of -0.065 and  $p = 0.519 < 0.05$ , indicating that competence makes a positive and insignificant contribution to the performance of personnel in the Barru Resort Police (Polres).
6. Compensation has a direct influence on personnel performance with a direct effect coefficient value of 0.343 and  $p = 0.000 < 0.05$ , indicating that compensation makes a positive and significant contribution to personnel performance in the Barru Resort Police (Polres).
7. Job satisfaction had a direct influence on personnel performance with a direct effect coefficient value of 0.497 and  $p = 0.190 > 0.05$ , indicating a positive and insignificant contribution to the performance of personnel in the Barru Resort Police (Polres).
8. Leadership through job satisfaction indirectly affects personnel performance, with a value for indirect effect through the sobel test obtained at 0.954 with a significance level of  $p$  which is  $0.339 > 0.05$  (significant), proving that leadership through job satisfaction indirectly has a positive and significant effect on personnel performance in the Barru Resort Police (Polres).
9. Competence through job satisfaction indirectly affects personnel performance, with a value for indirect effect through the sobel test obtained at -0.095 with a significance level of  $p$  which is  $0.923 < 0.05$  (insignificant), proving that competence through job satisfaction indirectly has a positive and insignificant effect on the performance of Barru Resort Police personnel.
10. Compensation through job satisfaction indirectly affects personnel performance, with a value for indirect effect through the sobel test obtained at 1,054 with a significance level of  $p$  which is  $0.291 > 0.05$  (significant), proving that compensation through job satisfaction indirectly has a positive and significant effect on the performance of Barru Resort Police personnel.

## **DISCUSSION OF RESEARCH RESULTS**

The discussion of the results of this study is an interpretation of data processing using the AMOS program according to the analysis of the Structural Equation Model (SEM) to see the direct effect and indirect effect based on the construction of exogenous variables on the endogenous variables of this study, then conducting tests using the Sobel test to see the level of singnification (real) of the The indirect influence of independent variables through intervening variables on dependent variables. Then describe each of the variable indicators discussed, and supported by several theories and previous studies to show the scientific validity of this study. More details are elaborated as follows:

### **Leadership on Job Satisfaction**

The results of this study prove the first hypothesis about leadership that has a positive and insignificant effect on the job satisfaction of Barru Resort Police personnel, it can mean that with good leadership will not necessarily make job satisfaction will be good either. Leadership will describe a failure if the leadership does not provide maximum work facilities to support the work of personnel. Leaders always show leadership in intelligence, maturity and breadth of social relationships, self-motivation and encouragement to achieve as well as the attitude of human relations needed in motivating personnel to excel so that they can improve the quality of personnel work. Genetic leadership theory is a leadership theory that seeks to identify physical, mental and personal characteristics that have uniqueness related to successful leadership in accordance with the common expectations and goals of an institution. Leadership is the process of influencing others both within the scope of the organization and outside the scope of the organization or institution to achieve goals in certain situations or conditions. This theory is relevant and supports the influence of leadership on the job satisfaction of Barru Resort Police (Polres) personnel.

### **Competence in Job Satisfaction**

The results of the research that have been carried out prove that the competence of giving has a positive and insignificant effect on the job satisfaction of personnel in the Barru Resort Police (Polres). This proves that every leader needs to implement his competence in carrying out his main duties and functions to Barru Resort Police (Polres) personnel, although not all leaders in implementing their competencies are not significant in achieving maximum job satisfaction. This can be seen from the value that shows the level of competency estimation which has a positive and insignificant effect on job satisfaction, where all indicators that build competence also have a positive influence based on indicators of personal characteristics (traits), self-concept, knowledge, skills and work motivation (motives)), with the error rate of each indicator of the competency variable having a positive effect but having a not significant correlation with each indicator of job satisfaction in the Barru Resort Police (Polres). In relation to previous research, there are similarities and differences with this study. Previous research that is used as a reference is Juhaini (2022), Herni (2021), Muhammad Abusama (2017). The equation lies in the independent variable that is studied, namely competence that affects job satisfaction as a bound variable. Another similarity in previous research used quantitative research with SEM AMOS analysis. In addition to the similarities, this study also has differences from previous research, namely in the object of research, the size of the population and the sample studied. The difference between this study and the previous research lies in the use of variable indicators used, so that it is the latest from previous research.

### **Compensation for Job Satisfaction**

The results of the analysis show that compensation directly has a positive and insignificant effect on personnel performance. This proves that the meaning of compensation with indicators of wages, promotions, supervision, benefits, contingent rewards, operating procedures and co-workers shown by Barru Resort Police (Polres) personnel has not been fully implemented in carrying out their main duties and functions, thus giving an insignificant influence on the performance of their personnel. In relation to previous research, there are similarities and differences with this study. Previous research that was used as a reference was Utami (2006), Mariana (2018) and Syamsul Arifin (2019). The equation lies in one of the independent variables studied, namely compensation as a bound variable. In addition to the similarities, this study also has differences with previous research, namely in variable indicators, theories used, data analysis, where in the previous study multiple linear regression was used, while in this study SEM AMOS analysis was used. Based on this, this research is the latest from previous research.

### **Leadership on Personnel Performance**

The results of the analysis showed that leadership style directly had a positive and insignificant effect on personnel performance. This proves that every personnel needs to show their leadership style in carrying out work activities at the Barru Resort Police (Polres). The reality seen in the Barru Resort Police personnel in Barru is that the leadership style shown directly is in the form of intelligence, maturity and breadth of social relationships, self-motivation and encouragement to achieve and attitudes towards human relations as well as the ability to foster cooperation and good relationships, the ability to be effective, participatory leadership and the ability to delegate tasks and authority to develop the potential they have is influential positive and insignificant to the leadership of these personnel is considered to have been achieved to the maximum. The description of the leadership indicators above is both intelligence, maturity and breadth of social relationships, self-motivation and encouragement for achievement and attitude of human relations as well as the ability to foster cooperation and good relationships, the ability to be effective, participatory leadership and the ability to delegate tasks and authorities in improving their performance in their main duties and functions in the Barru Resort Police (Polres). Therefore, theoretical support is needed to improve leadership styles for teacher performance, including intellectual theory, character theory, self-development theory and self-concept theory.

### **Competence on Personnel Performance**

The results of the research that have been carried out prove that competence has a positive and insignificant influence on personnel performance. This shows the level of competency estimation that has a positive and insignificant effect on performance, where all indicators that build competence also have a positive and

insignificant influence based on indicators of personal characteristics (traits), self concept, knowledge, skills and work motivation (motives)), with the error rate of each indicator of the competency variable which is correlated and insignificant to each personnel performance indicator. The description above shows that competence has a positive and insignificant influence on personnel performance. This means that all indicators of personal characteristics (traits), self-concept, knowledge, skills and work motivation (motives) provide reinforcement to the leader's competence to provide a real correlation effect on personnel performance. Performance achievements are assessed from the planning and operation of police activities as well as analyzing and evaluating work results.

### **Compensation for Personnel Performance**

Based on the results of the research in proving the hypothesis of the problem proposed, it is proven that compensation has a direct positive and significant influence on personnel performance. This means that all indicators that build compensation have been well implemented and it is important for every government organization to have employees or personnel so that they are compensated according to their performance. This gives the meaning of compensation with indicators of wages, promotions, supervision, benefits, contingent rewards, operating procedures and co-workers shown by leaders that have been applied and significant to personnel performance seen from the ability of personnel to carry out their duties and functions as well as the analysis and evaluation of the work results of Barru Resort Police (Polres) personnel. In general, the description above shows that compensation has been well actualized by leaders based on indicators of wages, promotions, supervision, benefits, contingent rewards, operating procedures and co-workers, so that it has a positive and significant effect on the performance of Barru Resort Police (Polres) personnel.

### **Job Satisfaction on Personnel Performance**

Based on the results of the hypothesis test, the effect of job satisfaction on personnel performance seen from the direct influence shows a positive and insignificant influence. This means that job satisfaction with indicators of supervision, work environment, promotion, supportive colleagues, mentally challenging work and wage / salary rewards shown by Barru Resort Police (Polres) personnel have been applied in carrying out their main duties and functions, thus influencing the performance of their personnel. Based on the description above, job satisfaction in the form of supervision, work environment, promotion, supportive colleagues, in the form of mentally challenging jobs and wage / salary rewards have an influence on personnel job satisfaction. Here are some relevant theories that support this influence, including equity theory, discrepancy theory, need fulfillment theory, social reference group theory, Herzberg's two-factor theory, and expectancy theory.

### **Leadership through Job Satisfaction has an effect on Personnel Performance**

The results of the influence research are indirectly seen from the analysis of the Sobel test, showing that leadership through job satisfaction has a positive and significant effect on the performance of Barru Resort Police personnel. This shows that job satisfaction as an intervening variable mediates leadership to personnel performance. This fact proves that every personnel needs job satisfaction in developing their leadership towards the performance improvement they have achieved. Job satisfaction as mediation is in the form of job satisfaction to fulfill the need for achievement, power and affiliation in police service activities at the Barru Police Resort (Polres). It means that job satisfaction plays an important role in a personnel's activities in developing leadership and achieving their performance.

### **Competence through Job Satisfaction on Personnel Performance**

The results of the study prove that indirectly competence through job satisfaction has a positive and insignificant effect on personnel performance. This can be seen from the results of the Sobel test which shows the level of competency estimation through job satisfaction which has a positive effect on personnel performance, where all indicators that build competence through job satisfaction have a positive influence based on indicators of power and affiliation, with the error rate of each indicator of the competency variable through satisfaction which is intangibly correlated (insignificant) with each personnel performance indicator.

In relation to previous research, there are similarities and differences with this study. Previous research that is used as a reference is Juhaini (2022), Herni (2021), Muhammad Abusama (2017). The equation lies in the independent variable studied, namely competence and performance variable as bound variables. Another similarity in previous research used quantitative research with SEM AMOS analysis. In addition to the similarities, this study also has differences from previous research, namely in the object of research, several variables, the size of the population and the sample studied. The difference between this study and the previous research lies in the use of variable indicators used, so that it is the latest from previous research.

### **Compensation through Job Satisfaction on Personnel Performance**

Based on the results of the hypothesis test, the effect of compensation through job satisfaction on personnel performance seen from the direct influence shows a positive and significant influence. This gives the meaning that the meaning of compensation with indicators of wages, promotions, supervision, benefits, contingent rewards, operating procedures and co-workers shown by Barru Resort Police (Polres) personnel has been applied in carrying out their main duties and functions, so as to have an influence on the performance of their personnel. Under the influence of this compensation, leaders feel motivated by the achievement of work results in accordance with their motivation to excel, master the field and interact with other personnel. Compensation through job satisfaction has a significant influence on personnel performance based on work results and provides assessment and evaluation to personnel. Promotion compensation is a form of reward for performance by considering the potential of the ability of the person concerned to occupy a higher position and meet the expectations of the agency, both in the context of the government sector and the private sector. Promotion also refers to the transition from one position to another that has a higher status and responsibility.

### **CONCLUSION**

Based on the analysis of data and research discussions, it can be concluded as follows: 1). Leadership has a insignificant effect on the job satisfaction of Barru Resort Police personnel with a direct influence of 2,455. This gives the implication that all leadership indicators applied by the leadership of the Barru Resort Police (Polres) based on intelligence, maturity and breadth of social relationships, self-motivation and encouragement to achieve achievement as well as attitudes towards human relations contribute insignificantly in achieving job satisfaction so that the quality of personnel work has not been improved. 2). Competence has a negligible effect on the job satisfaction of Barru Resort Police personnel with a direct influence of -0.005. This proves that every leader needs to implement his competence in carrying out his main duties and functions to Barru Resort Police (Polres) personnel, although not all leaders in implementing their competencies are not significant in achieving maximum job satisfaction. This can be seen from the value that shows the level of competency estimation that has a positive and insignificant effect on job satisfaction, where all indicators of the competency variable have a positive effect but have an insignificant correlation with each indicator of job satisfaction in the Barru Resort Police (Polres). 3). Compensation had a non-significant effect on the job satisfaction of Barru Resort Police personnel with a direct influence of 0.094. This shows that the Barru Resort Police personnel in Barru that the compensation shown directly in the form of wages, promotions, supervision, benefits, contingent rewards, operating procedures and co-workers to develop their potential has a positive effect on the compensation to these personnel is considered to have been maximized. 4). Leadership has a not significant effect on the performance of Barru Barru Resort Police personnel with a direct influence of 0.954. This shows that leadership style directly has a positive and insignificant effect on personnel performance. This proves that every personnel needs to show their leadership style in carrying out work activities at the Barru Resort Police (Polres). 5). Competence has a not significant effect on the performance of Barru Barru Resort Police personnel with a direct influence of -0.095. This shows that there is an insignificant correlation of competency indicators to personnel performance indicators. This competency is the basic capital for a leader to be able to improve his performance according to his ability that has been actualized but has not shown the achievement of personnel performance as expected. 6). Compensation has a significant effect on the performance of Barru Barru Resort Police personnel with a direct influence of 1,054. This shows that compensation has a direct positive and significant effect on personnel performance. This means that all indicators that build compensation have been well



implemented and it is important for every government organization to have employees or personnel so that they are compensated according to their performance. 7). Job satisfaction had a negligible effect on the performance of Barru Resort Police personnel with a direct influence of 0.497. This shows that the job satisfaction indicator has been applied in carrying out its main duties and functions, thus influencing the performance of its personnel. 8). Leadership indirectly through job satisfaction with the performance of Barru Resort Police personnel. The results of the Sobel test of 0.954 showed a positive and significant influence which means that job satisfaction has mediated the implementation of leadership because job satisfaction plays an important role in a person's activities in developing leadership and achieving their performance. 8). Competence indirectly through job satisfaction with the performance of Barru Resort Police personnel. The results of the Sobel test of 0.095 showed a positive and insignificant influence, which means that all indicators that build competence through job satisfaction have a positive influence based on the indicators of power and affiliation, with the error rate of each indicator of the competency variable through satisfaction which is insignificantly correlated with each personnel performance indicator. 9). Compensation indirectly through job satisfaction for the performance of Barru Resort Police personnel. The results of the Sobel test of 1,054 show a positive and significant influence which means that leaders in carrying out their main duties and functions must be carried out with the ability to manage and control their emotions, so that personnel are motivated in doing their work so that it has an influence on improving the performance of Barru Resort Police personnel.

## **SUGGESTION**

The suggestions given by the researcher are as follows: 1). For the Head of Resort Positivity (Barru Police Chief) to make attention in improving the competence and performance of personnel in accordance with the leadership style actualized by the leader in service and community service activities. 2). For the leaders of the Section and Functional Units in the Barru Resort Police to maintain the implementation of the leadership style so far, continue to take the opportunity to improve their competencies through performance oriented to achieving job satisfaction, so that by itself the performance of personnel has improved. 3). For the next researcher who wants to research a similar topic in order to develop more in-depth things to be explored so that later it can provide more in-depth information and is expected to expand the research object both from the scale of size and a wider research area so that the number of samples will be larger and can provide a more detailed and careful view of the research.

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