



THE INFLUENCE OF LEADERSHIP, COMPETENCE, AND JOB PLACEMENT ON THE PERFORMANCE OF MEMBERS OF THE POLICE HUMAN RESOURCES BUREAU IN SOUTHEAST SULAWESI REGIONAL POLICE

Mohamad Yosa Hadi¹, Hasan Aedy², Nofal Supriaddin³

Author Details

¹ Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

² Faculty of Economics and Business, Halu Oleo University, Indonesia.

³ Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

ABSTRACT

This study aims to determine and analyze the effect of leadership, the influence of competence, and the influence of job placement on member performance, leadership on member performance, competence on member performance, and work placement on member performance. The data analysis method used is the quantitative method using multiple linear regression analysis tools, and the test tools used are the F test and t test. The samples taken in this study amounted to 53 people. Testing research instruments using validity and reliability tests. The research results found that leadership, competence, and work placement have a positive and significant impact on Member performance. Leadership has a positive and significant effect on Member performance. Competence has a positive and not significant effect on Member performance. Work placement has a positive and significant effect on Member performance.

Keywords: *Leadership, Competence, Work Placement, Performance*

INTRODUCTION

The problem of human resources is a challenge for management in police agencies because the success of management and others depends on the quality of its human resources. If individuals in an institution, namely human resources (HR) can run effectively, then the institution will continue to run well, in other words, the provisions for the continuity of a police agency are determined by the performance of its members. Therefore, the role of a leader is needed.

Leaders are not only required to be able to motivate to improve performance but also must foster good relations with other members of the police, because with this good relationship, members of the police do not feel ordered like workers and employers, but more of a partnership relationship or often referred to as a working relationship. With the existence of a leadership relationship between superiors and subordinates, it will function

to increase work discipline and able to achieve the expected goals, besides that the assertiveness of a leader also has a major influence on the performance of members of the police.

Members of the police will be reluctant to break the rules if the leader can be firm with all members of the police. The police are essentially an institution and function of government engaged in the maintenance of security and public order. As an institution or organization, the Police have duties and authorities namely to maintain security and public order, enforce the law and provide protection, protection, and service to the community, Danendra (2013).

According to Law Number 2 of 2002 concerning the Police, the main duties of the Indonesian National Police (POLRI) are to maintain public order and security, enforce the law, and provide protection, protection, and service to the community. The objectives mentioned above will certainly not be realized if they are not carried out with high dedication, discipline, and professionalism by the members of the Indonesian National Police themselves to try to carry out the tasks assigned to them properly and responsibly.

According to Wibowo (2014), performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. It is inseparable from the duties of the police, the ultimate goal is also to increase performance. In improving performance, it is still necessary to apply strict discipline, a good leadership style, and the provision of compensation such as sufficient remuneration. This is done to avoid various forms of fraud that can occur within the police agency which are caused either by the lack or lack of discipline of the police apparatus, the lack of wisdom of the leadership, and the result of the low form of compensation given, all of which have an impact on the low performance of the police. One that influences the level of success of a police agency is the performance of the police officers themselves. Police performance is an action taken by members of the police in carrying out their work as mandated by the people by developing the tasks assigned by the agency. Thus, the performance of members of the Police is very important in the effort to achieve the goals that have been set under the vision and mission of the police. Polri makes performance a strategic instrument to measure the ability of its members to carry out their duties under the laws that have regulated it. The performance of Polri members is very important in the effort to achieve the goals that have been set under the police's vision and mission. Polri makes performance a strategic instrument to measure the ability of its members to carry out their duties under the laws that regulate them. The performance of Polri members is very important in the effort to achieve the goals that have been set in accordance with the police's vision and mission. Polri makes performance a strategic instrument to measure the ability of its members to carry out their duties under the laws that regulate them.

Thus, it can be said that the police agency as one of the government agencies certainly carrying out its duties also requires good planning and management in managing the institution. Where this will lead to good performance for its members. Good performance is a manifestation of the work done by employees which are usually used as the basis for evaluating members and the organization, so efforts need to be made to improve performance Arianty et al (2016). To be able to measure performance benchmarks from employee performance there are five indicators, Robbins and Judge (2008). Quality of workers, the number of employees, timeliness of work, effectiveness of employees, and independence.

The success of the company is influenced by several factors, one of the important factors is human resources, because human resources in a company play a very important role. The workforce has great potential to carry out company activities. The potential of every human resource in the company must be utilized as well as possible to be able to provide optimal output, Suwati (2013)

Good performance is a manifestation of the work done by employees which are usually used as the basis for evaluating members and the organization, so efforts need to be made to improve performance. To be able to measure performance benchmarks from employee performance there are five indicators, Robbins and Judge (2008). Quality of employees, the number of employees, timeliness of work, effectiveness of employees, and independence.

The factor that influences performance is leadership, Muizu et al (2019). Leadership is a process of influencing others to support the achievement of relevant organizational goals. Leadership influences in the scope or situation of the organization, to produce meaningful effects and have a direct impact on achieving

challenging goals, Sitorus (2020). Meanwhile, according to Dessler (2006:4), leadership is encouraging others to get the job done, maintaining morale, and motivating subordinates.

Kartono (2010) explains that leadership is the ability to exert a constructive influence on others to make a cooperative effort to achieve the stated goals. The quality of the leader is considered the most important factor in success or failure, as well as the success or failure of an organization or agency is usually perceived as the success or failure of the leader. Leaders are obliged to pay serious attention to fostering, mobilizing, and mobilizing all potential employees in their environment so that volume and workload are goal-directed. Leaders need to carry out serious coaching for employees so that they can lead to satisfaction and commitment so that in the end they can increase high performance.

The next factor that has an impact on performance is the competency of Kartika and Sugiarto (2014). Work competence is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes under established standards. Competence in general can be seen from two perspectives. The first perspective describes competence from an organizational point of view, where competence is described as the knowledge, expertise, and capabilities of an organization that can make the organization an advantage over its competitors, Kharismatuti and Hadiprajitno (2012). The definition of competence in this case is concentrated on the competence of an organization as a whole and whole. While the second perspective leads to the competencies possessed by individuals. In this context, Competence is defined as the identifiable characteristics of a person who does his job effectively. These characteristics may include motives, traits, skills, self-image, social roles, and knowledge possessed. Individual competence can be seen from a person's ability to do a job and includes a combination of motivation and nature, self-image or social role, skills, and knowledge, Fandini and Sunariani (2020).

Another factor that can improve performance is work placement, Bahri (2019). In terms of organizational goals to achieve the best performance, an appropriate system is needed in planning and determining workers who will fill existing jobs in the organization concerned. Success in procuring manpower lies in the accuracy of placing new workers and old workers in new positions. The placement process is a process that is very decisive in getting competent workers needed by the organization because the right placement in the right position will be able to help the organization achieve its goals.

Placement is to place workers as elements of executors in positions that are under their abilities, skills, and expertise, Sastrohadiryo in Suwatno, (2011). Human resource placement should be seen as a matching process. The issue of where to place employees and when to replace them is part of the organization's strategic planning. Another opinion suggests that the placement of workers is the process of placing human resources in jobs that suit their skills so that they work effectively based on information from Hasibuan's job analysis, (2016).

His findings regarding the factors that influence the performance of Kasman et al (2019) provide suggestions for future research to conduct studies on the influence of competence, leadership, and work placement on the performance of members of police personnel.

Based on empirical phenomena it is known that some of the members of the human resources bureau (HR) of the Southeast Sulawesi Regional Police (Southeast Sulawesi) are late for the morning assembly and go home and some of the members of the human resources bureau of the Southeast Sulawesi Regional Police have high absenteeism because of permits. Requirements and permissions without explanation. This is a quite serious problem, considering that Polri has a vision that reflects good performance within the Polri body, namely the realization of superior Polri human resources.

The researcher also conducted an interview with the Head of the Human Resources Bureau for Southeast Sulawesi human resources Kombes Guntur Sunoto where he explained that if from the aspect of work placement, there is still an issue regarding who is close to the leader then he will get the position. Then there are still issues regarding the acceptance of members of the National Police using money, this is an internal problem that still occurs at the Human Resources Bureau of the Southeast Sulawesi Regional Police and also in terms of percentage figures the average performance rating of personnel still does not get a 100% achievement rate.

LITERATURE REVIEW

Leadership Concept

Leadership is a way for a leader to influence the behavior of subordinates so that they want to cooperate and work productively to achieve organizational goals (Hasibuan, 2011: 170). According to Badeni (2013: 2), leadership can be defined as a person's ability to influence a group toward achieving goals. According to Badeni (2013: 2), leadership can be defined as a person's ability to influence a group toward achieving goals. Robbins and Judge (2008) state that leadership is the ability to influence a group toward achieving a vision or set of goals.

Leadership is the process of influencing and supporting others to work enthusiastically toward achieving goals (Newstrom, 2011:171). Leadership is an important factor that helps individuals or groups identify their goals, and then motivate them from within to achieve the goals that have been set.

From some of the definitions above, it can be concluded that leadership is the nature or character or way of a person to foster and influence a person or group of people so that they want to work together, are committed and loyal to carry out all activities under their duties and responsibilities to achieve organizational goals.

Competency Concept

Competence according to Mulyadi (2013: 19) says that: "Competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity. Mc Ashan in Sudarmanto, (2012: 48) competence is the knowledge, skills, and abilities that a person has, which becomes part of himself so that he can carry out certain cognitive, affective, and psychomotor behavior performances.

Spencer and Spencer in Moehariono (2013: 3) are the underlying characteristics of a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or causation with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations According to Wibowo (2012: 86) competence is: an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job.

The definition of competence by Spencer cited by Moehariono (2014: 5) is as a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference. According to Spencer, competence lies within every human being and will forever exist in a person's personality which can broadly predict behavior and performance in all situations and work tasks.

Work Placement

According to Badriyah (2015), work placement is the policy of human resources to determine a person's position or position. Gaol (2014) work placement is an initial arrangement or rearrangement of an employee in a new position that is different from the previous position.

The placement of human resources is a process of assigning tasks and jobs that pass the selection to be carried out continuously and the authority and responsibility attached to the specified portion and composition and being able to account for all risks that may occur. Rivai and Sagala (2013: 198), employee placement is allocating employees to certain work positions, this is especially the case for new employees.

The conclusion is that placement is allocating employees according to the scope that has been determined under the provisions that have been regulated, and being able to take responsibility for all risks and possibilities that occur for tasks, jobs, and authority.

Performance

If an organization or company wants to progress or develop, it is required to have qualified employees. A qualified employee is someone whose performance can meet the targets or goals set by the company. To get

employees who have good performance, it is necessary to apply performance.

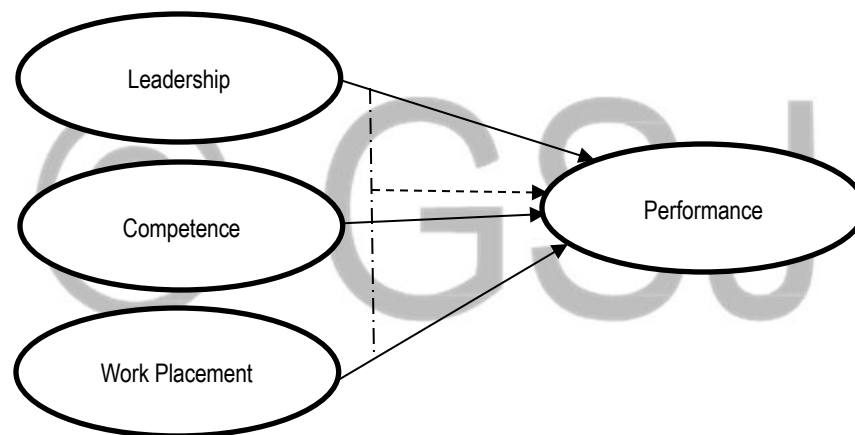
Mangkunegara (2011) states that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him.

According to Simanjuntak (2005:221), the definition of performance is the level of achievement of results on the implementation of certain tasks. Everyone's performance is influenced by many factors that can be classified into three groups, namely the individual competence of the person concerned, organizational support, and management support Simanjuntak, (2005:210). From these definitions, performance is a result of the actions of a worker under his work and is supervised by certain people, namely a boss or leader, and support from the organization.

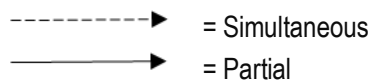
Conceptual Framework

Based on the understanding and theories put forward in the Literature review, a conceptual framework can be developed that will examine several variables, namely leadership, job placement competency, and performance. Southeast Sulawesi Regional Police Human Resources. The framework for the flow of thought in this study was built based on the problems and study objectives, theoretical and empirical studies as well as previous research suggestions as a basis for formulating hypotheses.

Figure 1. Research Conceptual Framework



note:



Hypothesis

Based on the problems, literature review, and conceptual framework, the following hypotheses can be proposed:

1. Leadership, competence, and work placement have a positive and significant effect on member performance.
2. Leadership has a positive and significant effect on member performance.
3. Competence has a positive and significant effect on member performance.
4. Work placement has a positive and significant effect on member performance.

RESEARCH METHODS

Research Design

Based on the problems, objectives, and research hypotheses, thus the research approach is verification and explanation (explanatory research). Explanatory research is intended to explain the causal relationship between variables through hypothesis testing or aims to obtain appropriate tests in drawing causal conclusions between variables and then selecting alternative actions (Cooper & Schinler, 2006). Furthermore, this research approach is a survey because it collects data using a questionnaire.

Location and Time of Research

The location of this research was carried out at the Bureau of Human Resources for the Southeast Sulawesi Regional Police which is located at Jl. Haluoleo. Poasia District, Kendari City, Southeast Sulawesi Province. Furthermore, the time for this research is planned after the proposal examination and approved by the supervisory committee.

Population and Sample

The population in this study were all members of the Human Resources Bureau for the Southeast Sulawesi Regional Police, totaling 53 people. Because the population in this study was relatively small and young researchers reached it, the entire population of 53 people was used as research respondents.

Data Types and Sources

Data Type

The data used in this study is quantitative, namely, data obtained in the form of numbers that can calculate how old the respondent is, and years of service. This data was obtained from the questionnaires that were distributed and related to the problem under study.

Data Source

The data used in this study are primary and secondary data which can be explained as follows:

1. Primary data, namely data obtained directly from respondents or those who became the sample of this study. Primary data includes data on respondents' statements on leadership, competence and work placement, and performance. This primary data was obtained from respondents by distributing questionnaires directly to the respondents.
2. Secondary data, namely data in the form of supporting documents such as an overview of the organization, number of members, and other documentary data relevant to this research. In this study, secondary data was obtained from sources and information obtained from the database files of the Bureau of Human Resources for the Southeast Sulawesi Regional Police.

Method of Collecting Data

The data collection method in this study used a survey method:

1. A questionnaire was carried out by distributing questions to members of the Southeast Sulawesi Regional Police Human Resources Bureau. The questionnaire is closed, that is, the questions are made in such a way that the respondent is limited in giving answers to only a few alternatives or only one answer. The distribution of the questionnaire was carried out by visiting the members and explaining the questionnaire and waiting for the lifts to be taken again.
2. Documentation was carried out to obtain written data regarding the number of members, length of service, and profile of the Human Resources Bureau for the Southeast Sulawesi Regional Police as well as other written data related to this research.

Data Analysis Method

To achieve the goal and test the hypothesis, the data obtained will then be processed according to research needs. Multiple linear regression analysis is linear regression to analyze the magnitude of the relationship and the influence of independent variables that are more than two (Suharyadi and Purwanto, 2004:508).

The multiple regression model equation is (Suharyadi and Purwanto, 2011: 210):

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$$

Information:

- a : Constant
- b : Regression coefficient
- X : Independent variable
- Y : The dependent variable
- e : Errors/factors outside the model

Based on the formula above, this study formulated the regression equation as follows:

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

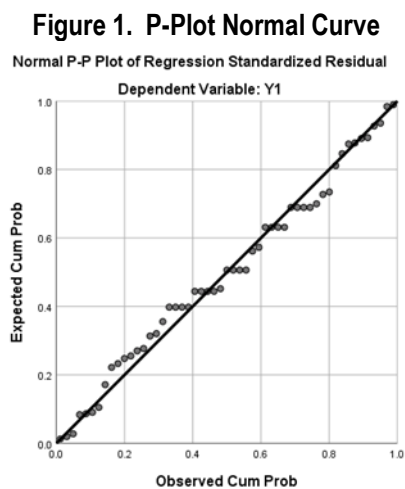
Information :

- a : Constant
- b₁, b₂, b₃, b₄ : Regression coefficient
- X₁ : Leadership
- X₂ : Competence
- X₃ : Work placement
- Y : Performance
- e : Error

RESEARCH RESULT

Normality test

To see normality seen through the output of the normal curve p-plot graph, a variable is said to be normal if the distribution image with data points is spread around the diagonal line and the distribution of data points in the same direction follows the diagonal graph.



Source: Processed data

The image p-plot graph shows the distribution of data (points) around the regression line (diagonal) and the distribution of data points in the same direction following the diagonal line, it can be concluded that the regression model is feasible to use because it fulfills the normality assumption.

Multicollinearity Test

If the VIF value is > 10 and the tolerance is > 0.1 , this means that there is no correlation between variables. Multicollinearity test results can be seen in the following table:

Table 1. Multicollinearity Test

| Variable | tolerance | VIF | Information |
|----------------|-----------|-------|----------------------------------|
| Leadership | 264 | 3,792 | Multicollinearity Does Not Occur |
| Competence | 291 | 3,439 | Multicollinearity Does Not Occur |
| Work Placement | 265 | 3,780 | Multicollinearity Does Not Occur |

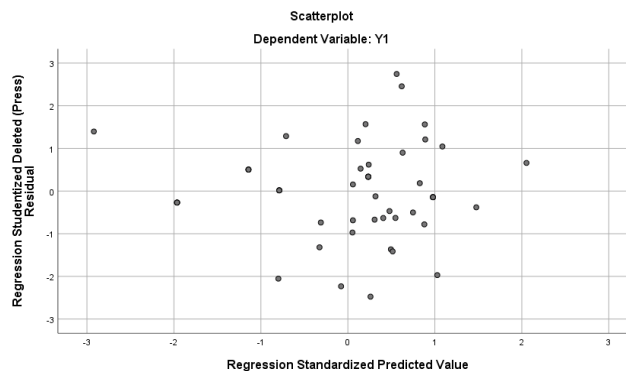
Source: Processed data

The results of the multicollinearity test showed that the VIF value was above 10, 3,792, 3,439, and 3,780 and the tolerance value of each variable was above 0.1, namely 264, 291, and 265. This means that the independent variables in this study did not occur in multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residual of one observation to another.

Graph 2. Scatterplot



Source: Processed data

The results of the scatterplot graph in this study show that there is no heteroscedasticity by looking at not forming a certain pattern and the points that spread above and below the number 0 on the Y axis.

Multiple Linear Regression Results

The coefficient value (R) and the coefficient of determination (R²) can be seen in the following table:

Table 2. Summary of Multiple Linear Regression Results

| Free Variables | Unstandardized Coefficients (b) | tcount | tsig |
|--|---------------------------------|---------|--------------------|
| Leadership | 0.677 | 0.4.655 | 0.000 |
| Competence | 0.280 | 0.984 | 0.330 |
| Work Placement | 0.519 | 0.2.783 | 0.008 |
| Constants: 3,247 with a sig of 0,379 and an error value of 3,660 R = 0.911 R Square = 0.829 Fcount = 0.79.377 Fsignificant = 0.000 | | | N = 53 α = 0.05 |

Source: Processed data

Based on the table, the multiple linear regression equation is obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 0.3.247 + 0.677 X_1 + 0.280 X_2 + 0.519 X_3 + 3.660$$

Based on the explanation of the multiple linear regression model, it can be understood as follows:

1. The coefficient (R) of 0.911 indicates that the degree of closeness of the relationship between the variables of leadership, competence, job placement, and performance is 91.1. Or have a very strong relationship.
2. The coefficient of determination (R²) or R Square is 0.829 indicating that the direct influence of leadership, competence, and work placement on performance is 82.9% while the remaining 17.1% is influenced by other variables not examined in this study.
3. The regression coefficient for the leadership variable is 0.677. A positive value indicates that there is a positive or unidirectional influence between leadership on performance. So it can be interpreted that if the leadership variable is good and other independent variables are assumed to be constant or equal to zero, then the dependent variable will be a good performance.
4. The regression coefficient for the competency variable is 0.280. A positive value indicates that there is a positive or unidirectional influence between competence on performance. So it can be interpreted that if the competency variable is good and the other independent variables are assumed to be constant or equal to zero, then the performance dependent variable will be good.
5. The regression coefficient for the job placement variable is 0.519. A positive value indicates that there is a positive or unidirectional influence between work placement on performance. So it can be interpreted that if the job placement variable is good and the other independent variables are assumed to be constant or equal to zero, then the dependent variable will have good performance.

Hypothesis test
Simultaneous Test

The results of the calculation of the simultaneous test or F test can be seen in the following table:

Table 3. Simultaneous Test

| F-test | Sig |
|--------|-------|
| 79,377 | 0.000 |

Source: Processed data

Based on the table above, it is stated that the F_{sig} value is equal to $0.000 < \alpha = 0.05$, which means that the variable leadership, competency, and job placement simultaneously have a positive and significant effect on performance. Thus the hypothesis stated that influence variable leadership, competency, and job placement simultaneously significantly affect performance accepted.

Partial Test

The results of the calculation of the partial test or t-test can be seen in the following table:

Table 4. Partial Test

| Variable | t-count | Sig |
|----------------|---------|-------|
| Leadership | 2,666 | 0.000 |
| Competence | 3,655 | 0.330 |
| work placement | 2,294 | 0.008 |

Source: Processed data

Related to the explanation of the partial test results for each variable as follows:

1. It can be seen in the table that the significant leadership variable obtained the t_{sig} values of $0.000 < \alpha = 0.05$. It can be concluded that leadership partially has a positive and significant effect on performance. Thus the hypothesis that leadership partially has a positive and significant effect on performance is accepted.
2. It can be seen in the table that the competency variable has a significant t_{sig} values $0.330 > \alpha = 0.05$. It can be concluded that leadership partially has a positive and insignificant effect on performance. Thus the hypothesis that leadership partially has a positive and significant effect on performance is rejected.
3. It can be seen in the table that the significance of the work placement variable is the value of t_{sig} of $0.008 < \alpha = 0.05$. It can be concluded that work placement partially has a positive and significant effect on performance. Thus the hypothesis that work placement partially has a positive and significant effect on performance is accepted.

DISCUSSION

The Influence of Leadership, Competence, and Work Placement on the Performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police

Based on the results of data analysis it was found that leadership, competence, and work placement have a positive and significant influence on the performance of members of the Human Resources Bureau of the Southeast Sulawesi Regional Police. This means that if the leadership, competency, and job placement are good and increase, the performance of the personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police will also improve.

Leadership is an important factor that helps individuals or groups identify their goals, and then motivate and achieve the goals that have been set. Nasution (2016). Leadership occupies a very strategic position. Why not, the size and success of an organization are very dependent on the expertise of its leaders in leading the organization. Logically, the policies of a department are largely determined by the head or leadership, Noor, and Agustina (2019). Leadership as a process of influencing others can support the achievement of relevant organizational goals. Leadership has a significant effect and has a direct impact on the achievement of the performance of the organization.

High competence possessed by human resources in an organization or company, of course, will determine the quality of human resources that will ultimately determine the competitive quality of the company itself. Competence is a basic characteristic of a person that enables them to produce superior performance in their work, Antari et al (2018). Work competence is the work ability of each individual which includes aspects of

knowledge, skills, and work attitudes under established standards. As found by Saputra et al (2016). While success in procuring manpower lies in the accuracy of placing new workers and old workers in new positions.

Another factor that can improve performance is work placement, Bahri (2019). In terms of organizational goals to achieve the best performance, an appropriate system is needed in planning and determining workers who will fill existing jobs in the organization concerned. Success in procuring manpower lies in the accuracy of placing new workers and old workers in new positions. The placement process is a process that is very decisive in getting competent workers needed by the organization because the right placement in the right position will be able to help the organization achieve its goals. The placement process is a process that is very decisive in getting competent workers needed by the organization.

The results of this study are the same as the findings from research by Dewi and Darma (2017) and Hasanah and Indahingwati (2017) their research found that placement has a significant effect on performance. Previous research on leadership and work placement has a significant effect on performance, Saputra et al (2017).

The Influence of Leadership on the Performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police

Based on the results of data analysis, it was found that leadership has a positive and significant influence on the performance of members of the Human Resources Bureau of the Southeast Sulawesi Regional Police. This means that if the leadership is good and increases, it will also improve the performance of the personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police.

Utami (2015) revealed that a good leader always motivates his subordinates so that it can have a positive impact on the achievement obtained from one's work achievements. Leaders are not only required to be able to motivate to improve performance but also must foster good relations with other members of the police, because with this good relationship, members of the police do not feel ordered like workers and employers, but more of a partnership relationship or often referred to as a working relationship. With the existence of a leadership relationship between superiors and subordinates, it will function to increase work discipline and able to achieve the expected goals, besides that the assertiveness of a leader also has a major influence on the performance of members of the police.

Members of the police will be reluctant to break the rules if the leader can be firm with all members of the police. The police are essentially an institution and function of government engaged in the maintenance of security and public order. As an institution or organization, the Police have duties and authorities namely to maintain security and public order, enforce the law and provide protection, protection, and service to the community, Danendra (2013).

According to Law Number 2 of 2002 concerning the Police, the main duties of the Indonesian National Police (POLRI) are to maintain public order and security, enforce the law, and provide protection, protection, and service to the community. The objectives mentioned above will certainly not be realized if they are not carried out with high dedication, discipline, and professionalism from the members of the Indonesian National Police themselves to try to carry out the tasks assigned to them properly and responsibly.

Organizational leaders are the most important source in achieving increased performance. Leadership is the ability to influence other people, subordinates, or groups, the ability to direct the behavior of subordinates or groups, and have special abilities or expertise in the field desired by the group, to achieve organizational or group goals, Nurhayati (2014). A good leader is a leader who can bring his organization or company into a great organization and can compete healthily to always be at the forefront while still paying attention to the welfare of his workers, Jamaludin (2017).

The results of this study are the same as the findings from research by Batubara (2020) and Arianty (2017) where they get leadership which has a significant influence on performance. It is hoped that the leadership within the Human Resources Bureau of the Southeast Sulawesi Regional Police will continue to be improved.

The Influence of Competence on the Performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police

Based on the results of the data analysis, it was found that competency has a positive and insignificant effect on the performance of members of the Human Resources Bureau of the Southeast Sulawesi Regional Police. This means that the increase in competence will not be able to improve the performance of the personnel of the Human Resources Bureau of the Southeast Sulawesi Regional Police.

Competence is a set of interrelated knowledge, skills, and attitudes that affect most positions (roles or responsibilities), are correlated with employee performance in those positions, and can be measured by acceptable standards, and can be improved through training efforts and development. Competence has a very strong influence on employee performance, Hidayat et al (2020). It can be seen clearly that competence is one of the keys to improving employee performance. Competence is one of the keys to improving employee performance. Competence always contains specific aims and objectives which are motives and traits, knowledge, skills, so that employees can quickly overcome the work problems they face, and do the job calmly.

Rosmaini and Tanjung (2019) explained that employees who do not have competence will have an impact poor performance and vice versa those who have good competence will have high performance. Several studies examining the relationship between competence and employee performance show inconsistent results, Lasmaya (2016). Competence is a basic ability possessed by a person in the form of skills, expertise, skills, and others concerning doing work to get good and maximum results. The ability or competence of a person included in the high or good category will later be proven and shown if he has done the job. Conversely, if you have a low level of competency, you will tend to perform low too. Larasati (2018) and Anwar (2019).

The results of this study are the same as the research Dhermawan et al (2012) and Cesilia et al (2018), Rudlia (2016), and well Nugroho et al (2021) where they found that there is no significant effect between competence on performance. Then it can be explained if the increase in competent personnel from the Human Resources Bureau of the Southeast Sulawesi Regional Police will not affect the performance of members.

Based on the conditions in It is known that the Bureau of Human Resources for the Regional Police of Southeast Sulawesi is known that many of those who occupy positions do not match their expertise or skills, such as in the field of achievement and the physical field occupied by personnel who do not have an educational background appropriate to the positions held such as at least athletes and then who have achievements, this raises problems that must be evaluated and corrected internally by the Human Resources Bureau of the Southeast Sulawesi Regional Police.

The Influence of Work Placement on the Performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police

Based on the results of data analysis, it was found that work placement has a positive and significant influence on the performance of members of the Human Resources Bureau of the Southeast Sulawesi Regional Police. This means that if the job placement is good and increases, the performance of personnel from the Human Resources Bureau of the Southeast Sulawesi Regional Police will also improve.

Implementation of the correct placement system is intended so that the organization can obtain qualified employees and be able to realize organizational goals, Korompot and Goni (2013). In terms of organizational goals to achieve the best performance, an appropriate system is needed in planning and determining workers who will fill existing jobs in the organization concerned. Sinambela (2021). Placement is placing a person's position into the right job position, how well a person fits the job will affect the number and quality of work. The activity of placing employees in the staffing function begins after the organization carries out withdrawal and selection activities, namely when a prospective employee is declared accepted and ready to be placed in a position or work unit that under his qualifications, Fadilah (2013).

The principle in placing a person in carrying out their duties is the right man in the right place, the right person in the right place. That is, when workers are given tasks according to their areas of expertise, their work results will be more optimal so that the goals of the institution are easier to achieve. Next is the motivational factor. Motivation is a condition that drives employees who are directed to achieve organizational goals or work goals (Mangkunegara, 2012).

The results of this study are the same as those of Dewi and Darma (2017) and Hasanah and Indahingwati (2017) who found that work placement has a positive and significant effect on performance. So it can be interpreted that if the increase in work can be adjusted based on the educational aspect and other aspects of this research, it will also improve the performance of the personnel of the Southeast Sulawesi Regional Police Human Resources Bureau.

Research Limitations

The limitations of this study are as follows:

1. This study only uses a portion of member of the Human Resources Bureau of the Southeast Sulawesi Regional Police as a respondent. So these findings cannot generalize the findings regarding the variables studied, especially in members of the Human Resources Bureau of the Southeast Sulawesi Regional Police.
2. The data from this study are cross-sectional, namely data obtained in only one period of time, namely at the time of data collection through a questionnaire so developments in the period of the unit of analysis cannot be obtained in this study.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of data analysis and discussion, several conclusions can be drawn as follows:

1. Leadership, competence, and work placement have a positive and significant effect on the performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police.
2. Leadership has a positive and significant effect on the performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police.
3. Not significant to the performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police.
4. Work placement has a positive and significant effect on the performance of Members of the Human Resources Bureau of the Southeast Sulawesi Regional Police.

Suggestion

Based on these conclusions, suggestions that can be given by the authors in this study are as follows:

1. For the leadership Bureau of Human Resources for the Southeast Sulawesi Regional Police to improve leadership by increasing the ability to control emotions to improve the work quality of personnel.
2. For the leadership Bureau of Human Resources for the Southeast Sulawesi Regional Police to improve the competence of members by increasing behavior to get good quality work.
3. For the leadership Bureau of Human Resources for the Southeast Sulawesi Regional Police to improve the work placement of members by adding work experience to obtain optimal work quality.
4. For further research can add other factors that can improve the performance a members of the Human Resources Bureau of the Southeast Sulawesi Regional Police, such as serving leadership, and work characteristics.

References

- [1] Agus Dharma, 2002, *Manajemen Prestasi Kerja*, Rajawali Pers, Jakarta
- [2] Antari, N. L. S., Santika, P., & Witari, G. A. A. (2018). Analisis Lingkungan Kerja dan Kompetensi Dalam Meningkatkan Motivasi dan Kinerja Personel Biro SDM Polda Bali. *Jurnal Ekonomi dan Pariwisata*, 13(1).
- [3] Arianty, N. (2017). Pengaruh Kepemimpinan Terhadap Kinerja Karyawan Pada Pembiayaan karyawan (leasing) di Kota Medan . *Kumpulan Jurnal Dosen Universitas Muhammadiyah Sumatera Utara*, 4(2).

- [4] Badeni. 2013. *Kepemimpinan dan Perilaku Organisasi*. Bandung: Alfabeta.
- [5] Badriyah, M. (2015). *Manajemen Sumber Daya Manusia, Cetakan 1*. Bandung : CV Pustaka.
- [6] Bahri, S. (2019). Pengaruh Penempatan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 16-30.
- [7] Batubara, S. S. (2020). Pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan pada Departemen Pengadaan PT Inalum (Persero). *Liabilities (Jurnal Pendidikan Akuntansi)*, 3(1), 40-58.
- [8] Danendra, I.B.K., 2013. Kedudukan dan Fungsi Kepolisian dalam Struktur Organisasi Negara Republik Indonesia. *Lex Crimen*, 1(4).
- [9] Dessler, Gary. 2006. *Manajemen Sumber Daya Manusia Jilid 1*. Jakarta : PT. Indeks
- [10] Dewi, A. I. S., & Darma, G. S. (2017). Proses Rekrutmen, Seleksi, Pelatihan, Penempatan dan Kinerja Karyawan. *Jurnal Manajemen Bisnis*, 14(1), 1-18.
- [11] Fadilah, A. N. (2013). Pengaruh Penempatan Pegawai Terhadap Kinerja (Studi pada Pegawai Sekretariat Daerah Kabupaten Gresik). *Jurnal Administrasi Publik*, 1(5), 847-852
- [12] Fandini, N. I., & Sunariani, N. N. (2020). Strategi Peningkatan Kompetensi Pegawai Bank Perkreditan Rakyat (BPR). *Jurnal Manajemen Bisnis*, 17(1), 24-40.
- [13] Gaol L, Jimmy. 2014. *A to Z Human Capital : Manajemen Sumber Daya. Manusia. PT. Grasindo : Jakarta*
- [14] Hasanah, I. A., & Indahingwati, A. (2017). Pengaruh Rekrutmen, Pelatihan Dan Penempatan Karyawan Terhadap Kinerja Pada Rsu Haji Surabaya. *Jurnal Ilmu dan Riset Manajemen (JIRM)*, 6(8).
- [15] Hasibuan, Malayu S.P, 2011. *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- [16] Hasibuan, Malayu. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit. Bumi Aksara
- [17] Hidayat, T., Tanjung, H., & Juliandi, A. (2020). Motivasi Kerja, Budaya Organisasi dan Kompetensi terhadap Kinerja Guru Pada SMK Muhammadiyah 3 Aek Kanopan. *Jurnal Manajemen Bisnis*, 17(2), 189-206.
- [18] Hutapea, Parulian dan Thoaha, Nurianna 2008, *Kompetensi Plus : Teori, Desain, Kasus dan Penerapan untuk HR dan Organisasi yang Dinamis*, Penerbit : Gramedia Pustaka Utama, Jakarta
- [19] Jamaludin, A. (2017). Pengaruh gaya kepemimpinan terhadap kinerja karyawan pada PT. Kaho Indahcitra Garment Jakarta. *JABE (Journal of Applied Business and Economic)*, 3(3), 161-169.
- [20] Kartika, L. N., & Sugiarto, A. (2014). Pengaruh tingkat kompetensi terhadap kinerja pegawai administrasi perkantoran. *Jurnal Ekonomi dan Bisnis*, 17(1), 73-90.
- [21] Kartono, Kartini Dr. 2010. *Pemimpin dan Kepemimpinan*. Jakarta: PT. Raja
- [22] Grafindo Perkasa.
- [23] Kartono, Kartini, 2008. *Pemimpin dan Kepemimpinan*. Jakarta : PT Raja Grafindo Persada.
- [24] Kasman, K., Serang, S., & Murfat, M. Z. (2019). Pengaruh Kompetensi, Kepemimpinan, Penempatan dan Lingkungan Kerja Terhadap Kinerja Personil pada Biro Sumber Daya Manusia Polda Sulawesi Selatan. *PARADOKS: Jurnal Ilmu Ekonomi*, 2(3), 145-155.
- [25] Kharismatuti, N., & Hadiprajitno, P. B. (2012). Pengaruh Kompetensi Dan Independensi Terhadap Kualitas Audit Dengan Etika Auditor Sebagai Variabel Moderasi (Studi Empiris Pada Internal Auditor BPKP DKI Jakarta) (Doctoral dissertation, Fakultas Ekonomika dan Bisnis).
- [26] *Kompetitif Organisasi*. *Jurnal Ekonomi Dan Bisnis*, 15(2), 21-27.
- [27] Korompot, J., & Goni, J. H. (2013). Implementasi Kebijakan Penempatan Pegawai Pada Kantor Bupati Bolaang Mongondow Utara. *Jurnal Ilmu Administrasi (JIA)*, 9(1).
- [28] Larasati, S. (2018). *Manajemen Sumber Daya Manusia*. Deepublish.

- [29] Lasmaya, S. M. (2016). Pengaruh Sistem Informasi SDM, Kompetensi dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 10(1).
- [30] Mangkunegara, A. P. 2012. *Evaluasi Kinerja Sumber Daya Manusia Perusahaan*. Bandung :
- [31] Mulyadi, D. (2013). *Perilaku Organisasi Dan Kepemimpinan Pelayanan*. Bandung. Alfabeta.
- [32] Nasution, W. N. (2016). Kepemimpinan pendidikan di sekolah. *Jurnal Tarbiyah*, 22(1).
- [33] Noor, S., & Agustina, T. (2019). Pengaruh kepemimpinan, motivasi kerja, dan kepuasan kerja terhadap kinerja personil Polisi Bidokkes Polda Kalimantan Selatan. *Relevance: Journal of Management and Business*, 2(2).
- [34] Nurhayati, S. (2014). *Membangun Kepemimpinan Yang Efektif Untuk Meraih Keunggulan*
- [35] Refika Aditama. Muizu, W. O. Z., Kaltum, U., & Sule, E. T. (2019). Pengaruh Kepemimpinan Terhadap Kinerja Karyawan. *Perwira-Jurnal Pendidikan Kewirausahaan Indonesia*, 2(1), 70-78.
- [36] Robbins, Stephen P. dan Judge, Timothy A.. 2008. *Perilaku Organisasi Edisi ke-12*, Jakarta: Salemba Empat.
- [37] Rosmaini, R., & Tanjung, H. (2019). Pengaruh Kompetensi, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1-15.
- [38] Saputra, B. Y., Hendriani, S., & Machasin, M. (2017). Pengaruh Kompetensi dan Penempatan terhadap Semangat Kerja dan Kinerja Pegawai Dinas Pendapatan Daerah Kabupaten Bengkalis. *Jurnal Tepak Manajemen Bisnis*, 9(2), 1-20.
- [39] Simanjuntak. 2005. *Manajemen Dan Evaluasi Kinerja*. Jakarta: Fakultas Ekonomi. Universitas Indonesia
- [40] Sinambel, Lijan Poltak 2016. *Manajemen Sumber Daya Manusia : Membangun Tim Kerja Yang Solid Untuk Meningkatkan Kinerja*, Bumi Aksara, Jakarta.
- [41] Sitorus, R.M.T., 2020. *Pengaruh Komunikasi Antarpribadi Pimpinan Terhadap Motivasi Kerja*. SCOPINDO MEDIA PUSTAKA.
- [42] Sudarmanto. 2005. *Kinerja dan Pengembangan Kompetensi SDM. Teori, Dimensi Pengukuran dan Implementasi dalam Organisasi*. Cetakan pertama. Penerbit Pustaka Pelajar. Jakarta
- [43] Suwanto, Yuniarsih Tjutju. 2013. *Manajemen Sumber Daya Manusia (Teori, Aplikasi dan Isu Penelitian)*. Bandung:Alfabeta
- [44] Suwati, Y., 2013. Pengaruh kompensasi dan motivasi kerja terhadap kinerja karyawan pada PT. Tunas Hijau Samarinda. *Jurnal Ilmu Administrasi Bisnis*, 1(1), pp.41-55.
- [45] Suwatno. 2011. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta
- [46] Wibowo. 2014. *Manajemen Kinerja, Edisi Keempat*. Jakarta: Rajawali Persada