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Leadership, Work Competences, and Work Discipline in Lead the Employee Performance in Narcotics Unit of Surabaya Resort Police

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ABSTRAK

Kepemimpinan, kompetensi kerja, dan disiplin kerja merupakan tiga faktor utama yang berperan besar dalam memengaruhi kinerja pegawai di lembaga kepolisian. Jika diterapkan dengan baik, ketiga elemen tersebut akan menciptakan pegawai yang produktif, berintegritas, dan mampu memberikan pelayanan terbaik dalam menjaga keamanan dan ketertiban masyarakat. Penelitian ini kemudian ditujukan untuk mengulas tentang terdapatnya pengaruh kepemimpinan, kompetensi, dan disiplin kerja terhadap kinerja pegawai pada instansi kepolisian. Adapun penelitian ini menggunakan pendekatan kuantitatif, dengan data diperoleh pada 82 responden yang merupakan bagian dari Satuan Reserse Narkoba Polrestabes Surabaya. Data diperoleh melalui mekanisme survei dengan bantuan kuesioner online, dan kemudian dianalisis menggunakan analisis regresi linear berganda. Adapun hasil olah data penelitian menunjukkan bahwa a) Kepemimpinan memiliki pengaruh positif namun tidak signifikan pada Kinerja Pegawai, dengan t-hitung adalah sebesar 0,591; b) Kompetensi Kerja memiliki pengaruh positif dan signifikan pada Kinerja Pegawai, dengan t-hitung adalah sebesar 2,901; c) Disiplin Kerja memiliki pengaruh positif dan signifikan pada Kinerja Pegawai, dengan t-hitung adalah sebesar 3,456; d) sementara hasil pada hasil uji simultan, diketahui bahwa F-hitung adalah sebesar 9,790 yang menunjukkan bahwa keseluruhan variabel bebas yang terdiri atas Kepemimpinan, Kompetensi Kerja, dan Disiplin Kerja secara simultan memiliki pengaruh terhadap Kinerja Pegawai di Satuan Reserse Narkoba Polrestabes Surabaya.

Kata Kunci: Kepemimpinan, Kompetensi Kerja, Disiplin Kerja, Kinerja Pegawai, Satuan Reserse Narkoba

ABSTRACT

Leadership, work competence, and work discipline are three main factors that play a major role in influencing employee performance in police institutions. If implemented properly, these three elements will create productive employees, have integrity, and are able to provide the best service in maintaining public security and order. This study aimed to review the influence of leadership, competence, and work discipline on employee performance in police institutions. This study used a quantitative approach, with data obtained from 82 respondents who are part of the Narcotics Unit of Surabaya Resort Police. Data were obtained through a survey mechanism with the help of an online questionnaire, and then analyzed using multiple linear regression analysis. The results of the research data processing showed that a) Leadership has a positive but insignificant influence on Employee Performance, with a t-count of 0.591; b) Work Competence has a positive and significant influence on Employee Performance, with a t-count of 2.901; c) Work Discipline has a positive and significant influence on Employee Performance, with a t-count of 3.456; d) Meanwhile, the results of the simultaneous test results showed that the F-count is 9.790, which shows that all independent variables consisting of Leadership, Work Competence, and Work Discipline simultaneously influence Employee Performance at the Narcotics Unit of Surabaya Resort Police.



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Keywords: Leadership, Work Competence, Work Discipline, Employee Performance, Narcotics Unit of Surabaya Resort Police

INTRODUCTION

The Indonesian National Police is a state apparatus that plays a role in maintaining public security and order, enforcing the law, and providing protection, shelter, and services to the community (Anshar & Setiyono, 2020; Destiani et al., 2023; Hasibuan et al., 2021) in order to maintain domestic security as referred to in Article 5 paragraph (1) of Law of the Republic of Indonesia Number 2 of 2002 concerning the Indonesian National Police. Article 8 of Law of the Republic of Indonesia Number 2 of 2002 concerning the Indonesian National Police also explains that the Indonesian National Police (Polri) in carrying out its duties is directly responsible to the President in accordance with laws and regulations and is led by the Chief of the Indonesian National Police (*Kepala Kepolisian Negara Republik Indonesia* or *Kapolri*) (Mursal et al., 2022). Article 14 paragraph (1) letter g of Law of the Republic of Indonesia Number 2 of 2002 states that as the executor of the main tasks, the Indonesian National Police or often referred to as POLRI has Human Resources (HR) whose duties include conducting investigations and inquiries. Sandi and Puspa (2023) argue that Human Resources (HR) who work both individually and in groups in an organization have a role as the most valuable asset in an organization because they are able to contribute to achieving the goals of the organization and encourage many parties who want to conduct research on Human Resources (HR) for consideration in formulating a policy.

Human resources play an important and strategic role in supporting the success of the organization (Hayat, 2014; Saidu et al., 2019), especially in improving the quality of police organizational services to create security and public order. The tasks carried out by members of the investigation are very unique and different from members of the organization in general, considering that they work in places and conditions that have risks and are uncomfortable because they are related to various types of crimes and social problems. The nature and characteristics of the work of these police members have an impact on work stress which in turn will affect work performance and effectiveness (Asmui et al., 2012).

The Narcotics Unit of Surabaya Resort Police has the main task of eradicating drug trafficking in the Surabaya area by conducting investigations, inquiries, and taking action against narcotics cases. This task covers various aspects, from uncovering organized drug networks to uncovering drug trafficking cases at the local level, involving various operational methods, such as intelligence operations, undercover operations, and raids. In addition, the Drug Investigation Unit also plays a role in identifying and intervening in drug abuse in the community, providing counseling, and collaborating with other agencies to strengthen prevention and rehabilitation efforts. In carrying out its duties, the Drug Investigation Unit also focuses on strict law enforcement against perpetrators, both dealers, bosses, and drug users, and ensuring that every action is in accordance with applicable legal procedures to minimize the negative impact of drug trafficking in the community. Thus, the Narcotics Unit of Surabaya Resort Police plays an important role in maintaining public order and safety through controlling drug trafficking. The Narcotics Unit of Surabaya Resort Police needs to increase its attention to quality, be it the quality of knowledge, quality of skills, work and level of welfare, in order to improve the achievements and motivation of members, and strive as hard as possible to achieve organizational goals. Realizing the importance of human resource management in achieving organizational goals, leaders need to increase their attention to members in an

port to improve their performance (Bawono & Arifianto, 2023; Hidayat, 2021; Mubarak et al., 2020; Sihombing et al., 2022). Forson et al. (2021) explain that performance is the result of work and work behavior of an employee in a certain period or usually calculated in one year. Leadership is a very important factor in influencing organizational achievement because leadership is a key activity in which organizational goals can be achieved (Safitri & Kasmari, 2022). In general, leadership is defined as a process that influences the activities of individuals or groups to achieve goals in certain situations (Salasiah et al., 2023). 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 (Ingsih et al., 2021). By increasing employee performance means the achievement of work or a person's workers in realizing organizational goals.

And because of the important role of investigators in the Narcotics Unit of Surabaya Resort Police, the top management in the Police or the organization that oversees it also needs to pay attention to various things that can affect the performance of existing investigators. Including in various previous studies, it was stated that several things that are crucial factors causing high and low investigator performance are due to aspects of leadership, work competence, and work discipline. Effective leadership in the organization has a major influence on employee performance. Leaders who are able to provide clear direction, listen to input from members, and be an example in acting professionally will create a productive and motivating work atmosphere (Jerab & Mabrouk, 2023). Firm but fair leadership also helps ensure that each member works in accordance with applicable standard operating procedures, maintains good coordination, and increases effectiveness in handling drug cases (Fang, 2023). Conversely, weak or inconsistent leadership can cause confusion in carrying out tasks, decrease team morale, and reduce member trust in their leaders.

Work competence and work discipline also play a very important role in influencing the performance of employees. Members who have high competence, both in technical knowledge related to narcotics and in investigative and inquiry skills, will be better able to identify drug networks, uncover cases effectively, and provide optimal results. In addition, the provisions as investigators referring to Article 2A paragraph (1) of PP 58/2010, and Article 3 paragraph (1) of PP 58/2010 can be explained that to become an investigator must have sufficient competence in order to become a professional investigator and meet other requirements (Khrisna & Anggriawan, 2023; Mursalim, 2017). Investigator competence is seen from the ability to solve problems which are very important in identifying problems, analyzing problems, preparing investigation plans and evaluating activities that have been carried out by investigators and a good recruitment, education, and assignment system, which are then useful in implementing member performance. Based on this understanding, it can be said that the first factor that influences investigator performance is the investigator's competence. Meanwhile, strong work discipline will ensure that members of the Drug Unit work on time, comply with existing procedures, and maintain integrity in carrying out their duties. Discipline in terms of reporting, self-control in the field, and fulfilling tasks according to schedule are very important for the success of operations in the field. When these three factors run well, the performance of Narcotics Unit of Surabaya Resort Police will increase, which in turn can reduce drug trafficking and increase the sense of security in the community.

Based on this explanation, the research hypothesis can be described in the following image.

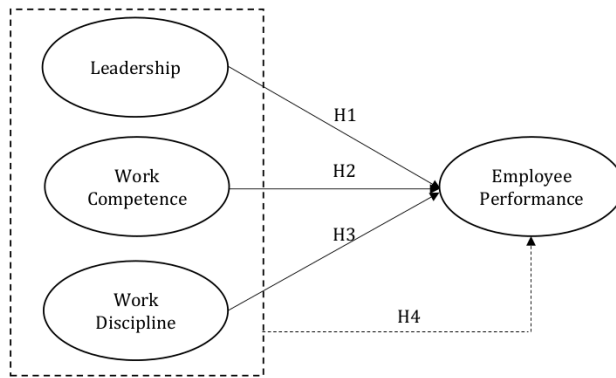


Figure 1. Hypothesis Framework

- H1:** Leadership has a significant effect on the performance of investigators at the Narcotics Unit of Surabaya Resort Police
- H2:** Work competence has a significant effect on the performance of investigators at the Narcotics Unit of Surabaya Resort Police.
- H3:** Work discipline has a significant effect on the performance of investigators at the Narcotics Unit of Surabaya Resort Police.
- H4:** Leadership, work competence and work discipline have a significant effect simultaneously on the performance of investigators at the Narcotics Unit of Surabaya Resort Police

Various studies have also been conducted related to the influence of leadership, work competence, and work discipline on employee performance. For example, research by Sihombing et al. (2022) which showed that leadership has a positive and significant effect on the performance of investigators. Leaders have a role to motivate, encourage, and spur their subordinates so that the potential within them can be explored and developed. The better the leadership, the higher the performance produced. In addition, research by Hidayat (2021) proved that competence has a significant effect on employee performance. In addition, research by Basori et al. (2017) also proved that competence has a significant effect on employee performance. Inadequate skills in carrying out work are also evidence that the competence of investigators is relatively low, so that the results of the work are less than optimal and indicate low performance. Also, research by Sudarman (2022) proved that work discipline has a significant effect on investigator performance. The purpose of implementing work discipline is to see the condition of employees who improve performance from the influence factor of a leader who plays a supervisory function so that it is directly related to the discipline variable itself, as well as the provision of training which is expected to improve work skills.

However, research on the influence of leadership, work competence, and work discipline on employee performance at the Narcotics Unit of Surabaya Resort Police is still needed. This is due to the existence of a research gap, namely the limited number of studies that examine the relationship between the three factors in the context of special police units such as the Drug Investigation Unit. Most previous studies have focused more

on leadership, competence, and discipline in general organizations or other units within the police, while their influence on the performance of members of the Narcotics Investigation Unit, who have unique challenges in handling drug trafficking, has not been widely explored. This research is important to determine how these factors interact with each other in improving individual and team performance in the field, especially in handling complex narcotics cases. Thus, this research is expected to provide deeper insight to develop a more effective HR management strategy at the Narcotics Investigation Unit, in order to strengthen the eradication of drug trafficking in Surabaya and improve the quality of police services to the community.

METHOD

The type of research determined is explanatory research based on positivism and is used to describe changes in certain values and conditions due to changes in other values and conditions (Ahyar, 2020). The approach used in this study is a quantitative approach, where the research data used and processed are in the form of numbers, and data analysis is based on statistical testing (Sugiyono, 2016). The data in this study were collected through an online survey mechanism (distribution of questionnaires using Google Form) which was conducted on 82 personnel at the Narcotics Unit of Surabaya Resort Police. Because the population is less than 100 people, the sample in this study was determined using a saturated sample technique or population sampling.

Leadership (X1) in this study consists of 4 indicators including: innovator; communicator; motivator, and; controller (Sriutami et al., 2021). Furthermore, the Work Competence variable (X2) is measured with dimensions including: knowledge; understanding; values; abilities, and; attitudes (Syarif et al., 2023). The third independent variable is Work Discipline (X3) which is measured with indicators including: obeying time rules; obeying organizational regulations; obeying rules of conduct at work; and obeying other regulations (Sutrisno in Hafiz et al., 2020). Finally, Employee Performance (Y) is the dependent variable measured with indicators including: quality; quantity; time; cost suppression; supervision, and; relationships between employees (Wijaya & Laily, 2021). These variables are measured using an ordinal Likert scale from 1 to 4 indicating answers from strongly disagree to strongly agree. Neutral or undecided answer options were removed to avoid bias in respondents' answers. The research data obtained were then tested and analyzed using multiple linear regression analysis with the help of the SPSS program to determine whether or not the alternative research hypothesis was accepted. Before conducting further analysis, the researcher first conducted a validity and reliability test to test the feasibility of the research instrument. In the implementation of the validity test, all research items, both in Leadership (X1), Work Competence (X2), Work Discipline (X3), and Employee Performance (Y), had an r-count value of more than 0.3, so that all research items were declared valid. In addition, Cronbach's Alpha of all research variables also had a value of more than 0.6, indicating that all variables were declared reliable.

RESULTS and DISCUSSIONS

RESULTS

Respondents Characteristic

The sample in this study was 82 employees at Narcotics Unit of Surabaya Resort Police, East Java. The characteristics of the research respondents are grouped based on several categories including gender and age. In more detail, the general description of the research respondents is explained as follows.

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Table 1. Respondents Characteristic

Respondent Characteristic	Frequency	%
Gender		
Male	74	90.2439
Female	8	9.7561
Total	82	100.00
Age		
21-25 years old	11	13.4146
26-30 years old	13	15.8537
31-35 years old	4	4.87805
36-40 years old	26	31.7073
41-45 years old	13	15.8537
46-50 years old	12	14.6341
51-55 years old	3	3.65854
Total	82	100.00

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Source: Primary Data Processing (2023)

Table 1 showed the characteristics of the research respondents based on gender and age. In terms of gender, the majority of respondents were male, with a total of 74 people or 90.24% of the total respondents. Meanwhile, the number of female respondents was only 8 people, which is 9.76% of the total respondents. This showed the dominance of research participants from male compared to female, which can provide an overview of the gender imbalance in this research sample. In addition, data on the age of respondents showed quite wide variations. The 36-40 age group is the most represented group, with 26 people or 31.71% of the total respondents. Followed by the 41-45 age group, which consists of 13 people (15.85%). Other age groups also have diverse representation, with the 21-25 and 26-30 age groups covering 13.41% and 15.85% of respondents, respectively. Meanwhile, the older age group, such as 51-55 years old, has a smaller number of respondents, which is only 3 people (3.66%). This age distribution shows a significant difference between the young age group and the middle to older age group in the study sample.

Classical Assumption Test Results

The classical assumption test is a prerequisite analysis test conducted before conducting multiple linear regression. The prerequisites used in this study include normality tests, multicollinearity tests, and heteroscedasticity tests conducted using the SPSS 25 for Windows program. Through the results of data collection and processing, the results of the classical assumption test in this study are then described as follows.

Table 2. Classical Assumption Test Results

Classical Assumption Test	Value	Information
Normality Test		
Asymp. Sig. (2-tailed)	0.200	
Leadership (X1)		Normally data distributed
Work Competence (X2)		
Work Discipline (X3)		
Employee Performance (Y)		

Heteroscedasticity Test		Sig. t		
Leadership (X1)		0.521	There are no symptoms of heteroscedasticity	
Work Competence (X2)		0.961		
Work Discipline (X3)		0.445		
Multicollinearity Test		Tolerance	VIF	
Leadership (X1)		0.735	1.360	There are no symptoms of multicollinearity
Work Competence (X2)		0.735	1.360	
Work Discipline (X3)		0.800	2.070	

Source: Primary Data Processing (2024)

Table 2 shows the results of the classical assumption test on questionnaire data involving 82 respondents, which includes normality, heteroscedasticity, and multicollinearity tests. Based on the normality test, the Asymp. Sig. value for the variables Leadership (X1), Work Competence (X2), Work Discipline (X3), and Employee Performance (Y) are 0.200, which is greater than 0.05, indicating that the data for these variables are normally distributed. Furthermore, the results of the heteroscedasticity test indicate that there are no symptoms of heteroscedasticity in the three variables tested. The Significance Value (Sig.) for the variables Leadership (X1), Work Competence (X2), and Work Discipline (X3) are respectively 0.521, 0.961, and 0.445, all of which are greater than 0.05, indicating that these variables do not contain heteroscedasticity. Finally, the multicollinearity test shows that the Tolerance value for all variables, namely Leadership (X1) is 0.735; Work Competence (X2) is 0.735; Work Discipline (X3) is 0.800, all of which are greater than 0.1. In addition, the VIF (Variance Inflation Factor) values for the three are respectively 1.360, 1.360, and 2.070 which are less than 10, indicating that there are no symptoms of multicollinearity between the independent variables in this research model.

Multiple Linear Regression Test Results

Multiple linear regression analysis in this study is used to test the influence of independent variables, namely Leadership (X1), Work Competence (X2), and Work Discipline (X3), on the dependent variable, namely Employee Performance (Y). By using multiple linear regression, it can be seen to what extent each of these factors contributes to predicting employee performance. The results of the multiple linear regression analysis in this study are described as follows.

Table 3. Recapitulation of Simultaneous Test Results

Independent Variables	Dependent Variable	F-value	Sig. F
Leadership (X1)	Employee Performance (Y)	9.790	0,000
Work Competence (X2)			
Work Discipline (X3)			

Source: Primary Data Processing (2024)

Table 3 showed the results of the F-test from the multiple linear regression analysis conducted on data collected from 82 respondents, all of whom are employees of the Narcotics Unit of Surabaya Resort Police. The F-test was performed to evaluate the overall significance of the model that includes three independent variables: Leadership (X1), Work Competence (X2), and Work Discipline (X3), with the dependent variable being Employee Performance (Y). The F-value reported in the table is 9.790, which

measures the ratio of variance explained by the regression model to the variance unexplained. A higher r^2 value suggests that the model is a good fit for the data.

The significance value (Sig. F) associated with the F-test is 0.000, which is well below the threshold of 0.05. This indicates that the overall regression model is statistically significant, meaning that the combination of the independent variables (Leadership, Work Competence, and Work Discipline) significantly contributes to explaining variations in Employee Performance. In other words, the independent variables as a group have a meaningful effect on the dependent variable, which in this case is employee performance. Given the significance of the F-test, we can infer that the independent variables, together, are important factors influencing employee performance in the Narcotics Unit of Surabaya Resort Police. This result supports the relevance of including these specific variables in the regression model, and suggests that interventions targeting improvements in leadership, work competence, and work discipline could potentially enhance employee performance within this organization.

In addition, the t-test is also used in this study to determine whether the partial hypothesis predictions that have been previously set are appropriate or not. Hypothesis testing using t-test values is carried out to determine the influence of independent variables consisting of Leadership, Work Competence, and Work Discipline individually on Employee Performance. The recapitulation of data processing results showing the t value for each independent variable can be seen in the following table.

Table 4. Recapitulation of Partial Test Results

Independent Variables	Dependent Variable	t-value	t-table	Sig. t
Leadership (X1)	Employee Performance (Y)	0.591	1.99085	0.557
Work Competence (X2)		2.901	1.99085	0.008
Work Discipline (X3)		3.456	1.99085	0.001

Source: Primary Data Processing (2024)

Table 4 showed the results of the t-test in the multiple linear regression analysis conducted on data from 102 respondents, who are employees of the Narcotics Unit of Surabaya Resort Police. The t-test is used to assess the individual significance of each independent variable (Leadership (X1), Work Competence (X2), and Work Discipline (X3)) in explaining variations in the dependent variable, Employee Performance (Y). The table includes the t-values, t-table values, and significance values for each independent variable.

For Leadership (X1), the t-value is 0.591, which is lower than the t-table value of 1.99085. Additionally, the significance value (Sig. t) for this variable is 0.557, which is greater than the commonly used threshold of 0.05. This indicates that Leadership (X1) does not have a statistically significant effect on Employee Performance (Y) when considered independently, meaning that changes in leadership do not appear to directly influence employee performance in this context. In contrast, both Work Competence (X2) and Work Discipline (X3) show statistically significant results. The t-value for Work Competence (X2) is 2.901, which is greater than the t-table value of 1.99085, and the significance value is 0.008, which is less than 0.05. This suggests that Work Competence has a significant positive impact on Employee Performance. Similarly, Work Discipline (X3) has a t-value of 3.456, which is also greater than the t-table value, and a significance value of 0.001, indicating a strong significant effect on Employee Performance. Both of these results demonstrate that Work Competence and Work Discipline are important factors contributing to improved employee performance.

DISCUSSIONS

Influence of Leadership towards Employee Engagement of Narcotics Unit of Surabaya Resort Police, East Java

In general, leadership in police institutions has a very large role in influencing employee performance. Good leadership can increase work effectiveness, build motivation, and create a conducive and harmonious work atmosphere. Conversely, poor leadership can reduce employee morale and performance, even threaten the integrity of the institution itself. However, this assumption cannot always be proven and may vary from one location to another. Including what was proven in this study, it is known that the results of the t test on the Leadership variable (X1), have a t count of 0.591 with a positive direction and a t table of 1.99085. Thus, it can be seen that the t count is smaller than the t table ($0.591 < 1.99085$) which indicates that H_0 is accepted and H_1 is rejected. This is reinforced by the significance value of t of 0.557 which is higher than the set significance level, which is 0.05. Thus, it can be interpreted that the Leadership variable partially has a positive but insignificant influence on Employee Performance at the Narcotics Unit of Surabaya Resort Police, East Java.

The insignificant influence of leadership on employee performance at the Narcotics Unit of Surabaya Resort Police, East Java is possible due to various factors. As based on the questionnaire that was divided, the recapitulation of respondents' answers showed that there were several aspects of leadership that received lower scores, indicating deficiencies in several areas. One of the statements that received the lowest score indicated that leaders at the Surabaya Police were considered less open to input or feedback from their subordinates and also did not provide clear explanations regarding the goals and tasks that must be achieved. In addition, another statement that also received a relatively low score was a statement indicating that respondents felt that the appreciation given by leaders for their performance and achievements was inadequate. In other words, referring to the respondents' answers, the researcher assumes that the insignificant influence given by leadership on employee performance at the Surabaya Police Narcotics Investigation Unit may occur due to employee dissatisfaction with the openness of leaders and feedback on employee achievements.

Influence of Work Competence towards Employee Engagement of Narcotics Unit of Surabaya Resort Police, East Java

In general, work competence within law enforcement agencies can be considered a highly influential factor in employee performance. Effective training, understanding of Standard Operating Procedures (SOP), adaptability, and a professional attitude are interrelated factors that contribute to creating competent employees capable of performing their duties well. These aspects play a significant role in ensuring that employees can handle various tasks efficiently, especially in a dynamic and challenging environment such as the police force. Competence in this context goes beyond technical skills, encompassing the ability to act decisively, communicate effectively, and maintain high ethical standards in all aspects of police work.

This was evident in the present study, which examined the impact of work competence on employee performance in the Narcotics Unit of Surabaya Resort Police. The results of the t-test for the variable Work Competence (X2) showed a t-value of 2.901, with a positive direction, indicating that the variable had a positive effect on employee performance. The t-table value was 1.99085, and since the calculated t-value (2.901) was greater than the t-table (1.99085), it signified that the null hypothesis (H_0) was rejected and the alternative hypothesis (H_1) was accepted. This outcome was further supported

by the significance value (Sig. t), which was 0.001. Since this value was lower than the established significance level of 0.05, it reinforced the conclusion that Work Competence has a statistically significant effect on employee performance. This suggests that improving the competencies of employees within the police force, such as their technical skills, decision-making abilities, and adherence to procedural standards, is crucial for enhancing their overall performance.

In the context of law enforcement, the importance of work competence cannot be overstated. Effective training programs, along with a deep understanding of SOPs, ensure that employees can execute their responsibilities with confidence and accuracy. Moreover, the ability to adapt to new challenges, along with maintaining professionalism, directly influences an employee's capacity to deliver optimal performance. As demonstrated by the findings, competence is a key factor in driving the success of law enforcement agencies, especially in complex and high-pressure situations.

Therefore, the study concluded that Work Competence, as a variable, has a significant and positive impact on employee performance at the Narcotics Resor Police Unit in Surabaya. This highlights the importance of investing in the continuous development of employees' skills and competencies, as it not only enhances individual performance but also contributes to the overall effectiveness and efficiency of the organization. The findings suggest that focusing on improving the competencies of police officers is an essential strategy for achieving better outcomes in law enforcement work.

Influence of Work Discipline towards Employee Engagement of Narcotics Unit of Surabaya Resort Police, East Java

Overall, work discipline is a critical element in determining employee performance in law enforcement agencies. With strong discipline, police officers can work more effectively and efficiently, maintaining integrity and professionalism while taking responsibility for their duties. Discipline also shapes character and self-control, qualities that are essential when facing the challenges and critical situations that frequently arise in the field. In the context of the police force, work discipline ensures that officers adhere to strict guidelines and perform their tasks with diligence, which is vital for the success of any law enforcement agency.

This importance of work discipline was evident in the current study, which explored its impact on employee performance at the Narcotics Unit of Surabaya Resort Police. The results of the t-test for the variable Work Discipline (X3) showed a t-value of 3.456, which is positive and significantly higher than the t-table value of 1.99085. This indicates that work discipline has a strong positive influence on employee performance. Since the calculated t-value (3.456) exceeded the t-table value (1.99085), the null hypothesis (H0) was rejected, and the alternative hypothesis (H1) was accepted. Further confirmation of the significance of work discipline was found in the significance value (Sig. t), which was 0.001. Since this value is much lower than the established significance level of 0.05, it strongly supports the conclusion that work discipline has a statistically significant effect on employee performance. This suggests that employees who maintain high levels of discipline are more likely to perform their tasks efficiently and contribute positively to the overall success of the police unit.

In law enforcement, discipline is not just about following orders but also about being responsible, reliable, and consistent in one's duties. Officers who are disciplined are better equipped to handle pressure, make sound decisions in critical situations, and adhere to ethical standards. The results of this study underline that discipline is a

fundamental attribute that enhances both individual performance and the effectiveness of the police organization as a whole.

Therefore, the study concluded that Work Discipline, as a variable, has a significant and positive impact on employee performance at the Narcotics Resor Police Unit in Surabaya. This finding emphasizes the need for law enforcement agencies to prioritize discipline in their training and operational procedures. By fostering a disciplined workforce, the police force can ensure better performance outcomes, ultimately improving the quality of service and effectiveness in combating crime and maintaining public safety.

CONCLUSION

In this study, it was known that there is a partial or simultaneous influence of Leadership, Work Competence, and Work Discipline on Employee Performance at the Narcotics Resort Police Unit in Surabaya. This is proven by several research results that show: a) the results of the t-test on the Leadership variable (X1) have a t count of 0.591 with a positive direction and a t table of 1.99085; b) the results of the t-test on the Work Competence variable (X2) have a t count of 2.901 with a positive direction and a t table of 1.99085; c) the results of the t-test on the Work Discipline variable (X3) have a t count of 3.456 with a positive direction and a t table of 1.99085; d) Meanwhile, the results of the F test show that the calculated F is 9.790 and the Ftable is 2.72026, which shows that all independent variables consisting of Leadership, Work Competence, and Work Discipline simultaneously influence Employee Performance at the Narcotics Resort Police Unit in Surabaya.

Despite the strengths of this study, the researcher acknowledges several significant limitations. First, the sample is limited to employees in the Narcotics Resort Police Unit in Surabaya, meaning the findings cannot be generalized to other police units or regions. This limitation affects the external validity of the study, as different police units may experience varying factors influencing employee performance, such as differences in organizational structure or work culture. Therefore, the results may not fully capture the broader dynamics within the police force. Second, the study primarily relies on quantitative data from surveys and questionnaires, which may not delve into the more complex interpersonal and situational factors affecting the Narcotics Resort Police Unit in Surabaya work environment. For example, aspects like interpersonal relationships or work stress related to handling serious criminal cases were not explored in depth. Additionally, the measurement of variables like leadership, work competence, and work discipline may be subject to subjective bias, as employees' perceptions could influence their responses. This could lead to results that reflect personal views rather than objective realities. To address these limitations, future research should expand the sample to include various police units from different regions with diverse task characteristics, providing more representative and generalizable findings. A mixed-methods approach, combining both quantitative and qualitative data, would allow for a deeper exploration of the relationships between variables and contextual factors such as organizational culture and work pressure. Moreover, using more objective and standardized measurement tools for the leadership, competence, and discipline variables, while considering additional factors like social support and available resources, would improve the accuracy and applicability of future research findings.

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