



Determination of Education and Training, Discipline, Leadership Style on Loyalty Through work Satisfaction of Pamong Praja Police Units Uniters in Bintan Regency

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Abstract

The human resources strongly influence the success of an organization in achieving its goals at the management level (elements of the leader/officials), at the staff/employee level; it is one of the determining factors in the success of an organization. Proper discipline will have an impact on high loyalty. It is highly desirable to conduct research for finding relation between human resources and achievement of an organization. Researchers used data processing using SEM with AMOS version 24 software; the sample of respondents numbered 138. The value of square multiple correlation training, discipline, leadership style, and job satisfaction showed 2.90%. Thus, it can be stated that changes in loyalty are determined by the contribution of training, discipline, leadership style, and job satisfaction; by 2.90%, the remaining 7.10% is the contribution of other variables that have not been included in this study. Changes in loyalty are determined by the contribution of training, discipline.

Key Words: Training, Discipline, Leadership Style, and Job Satisfaction.

Preliminary

Background

Good governance is prerequisite for every government to realize the people's aspirations in achieving the goals and ideals of a nation and state. The principles of good governance as set out in Government Regulation no. 101 of 2000 are professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, the rules of law, and can be accepted by the whole community. As a vital resource in the organization, humans are expected to be able to improve their work discipline. Employees must be able to motivate themselves to work hard, to be responsible, to be optimistic and try to improve the quality to prepare a strong mentality and responsibility in the face of competition and the problems to be faced. In addition, to qualified employees, organizations need employees who have high loyalty because with high loyalty, employees have a great sense of attachment to the organization. Employees' loyalty is an important aspect that must be considered by every organization because with work loyalty, employees have a sense of empathy for the organization. Low employees' loyalty will lead to the attitudes that are contrary to organizational goals, such as lack of employees' morale, high absenteeism, tardiness, low work discipline, and decreased job satisfaction.

Employee loyalty is needed in an organization because it is an employee's mental attitude that is shown by a loyal attitude towards the organization both in good and bad circumstances; employee's loyalty also shows a strong desire to become a member of the organization, an absolute trust in, and acceptance of values -the values and objectives of the organization. Every organization would want to have loyal employees; those who are loyal are believed to be able to make the maximum contribution and are always optimal at work. Employees who always work without demanding the rights, that are supposed to be obtained, are considered model employees. Therefore, to support work productivity, employees with a high level of care, and a loyal attitude towards the workplace, are highly needed who can provide excellent service in any circumstance; so it is necessary to emphasize an attitude to be responsible for the work performed for each employee.

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Other than that, the leadership style is still an interesting topic to be tested and researched. because it is the most . observed phenomenon. However, it is a phenomenon that is little understood. The phenomenon of leadership style in Indonesia becomes an interesting topic and has a significant influence on political and state life. as well as in government organizations; leadership style has a strong influence on the organization's running and survival. The role of leadership is strategic and essential in an organization as one of the determinants of success in achieving the mission, vision, and goals of an organization. The quality of human resources will improve if job satisfaction, as an element that influences performance, can be fulfilled entirely. Discussing job satisfaction will not be separated from the factors that can affect one's job satisfaction. Therefore, keeping employees' satisfaction . always consistent, the organization should always pay attention to the environment in which employees carry out their duties such as coworkers, leaders, work atmosphere, and other things that can hinder their ability to carry out their duties.

The phenomenon above also occurs in the Office of the Civil Service Police Unit in Bintan Regency, where the researchers conducted preliminary research. The problems, that are found in the Civil Service Police Unit of Bintan Regency, include the lack of opportunities for the members of the Satpol PP Bintan Regency to get education and training because of insufficient budget; . it is manifested in the attitudes of the members, who are undisciplined and less professional in carrying out their duties, ., It has been noticed by observing their late arrival to the office; several of them do not utilize work time religiously, during work hours many employees spend time chatting usually in the cafeteria and other useless things that are not the part of their work.

On the other hand, .the next problem is the leadership style that is not able to be absorbed by all the resources owned, such as the existence of a leader policy that is not implemented, the lack of communication built by the superiors to the subordinates, the number of policies that are not well-targeted, the lack of motivation provided by the superiors to subordinates. The preceding raises problems for the organization. The problem that arises as a result of the implications of the above is that employees' loyalty is still low. Employees have a bad loyalty to superiors, seen from unsatisfactory work results. Low work performance leads the employees tonot become professional in dealing with a problem and others.

Formulation of the Problem

Formulation of the problem in this study are the following:

- a) Do education and training determine the loyalty of Satpol PP members?
- b) Does discipline determine the loyalty of Satpol PP members?
- c) Does the leadership style determine the loyalty of Satpol PP members?
- d) Does Job Satisfaction determine the loyalty of Satpol PP members?
- e) Do Education and Training determine the Job Satisfaction of Satpol PP members?
- f) Does discipline determine the Job Satisfaction of Satpol PP members?
- g) Does the Leadership Style determine the Satisfaction of Satpol PP members?

Theoretical Basis

Theory of Education and Training

According to Sumarsono (2009: 92), education and training are the essential factors in developing human resources. According to Rachmawati (2008: 117), education and training are central elements in employees' development. Sophisticated training is provided to help employees to learn skills that will improve their performance, as a result, which will help the company or organization to achieve its goals. Education is given to acquire knowledge that will improve employees' performance and will help the organization to achieve its goals. Education and training not only increase the knowledge but can also improve work skills, thereby increasing productivity. Education and training, included in the function of developing human resources, aim to improve the quality, professionalism and skills of employees in carrying out their duties and functions optimally. Developing employees' skills is intended as an effort of the leadership to increase the work skills of each employee, which will lead them to carry out their duties more efficiently. Furthermore, education and training instill new insights and new perspectives in employees at work.

Disciplinary Theory

According to Sutrisno (2009: 86), discipline is an attitude of willingness. to obey. the norms and regulations that are prevailed in a society. Good. discipline of the employees will speed up the company goals while, the lack of discipline will .be proved a barrier and slow down the achievement of the company goals. Rivai and Sagala (2011: 825) state that work discipline is a tool used by the managers to communicate with the employees.to convince them to change their negative behavior. In addition, it is an effort to increase one's awareness and willingness to obey all the rules, regulations and social norms of the company that are applicable. A good organization or company must endeavor to create rules or regulations to become signs that must be followed by all the employees in the Sutrisno organization (2009: 94). Regulations related to the discipline include rules for hours of entry, departure and time of rest, basic rules about dressing and conduct at work, rules for the manners of doing work, and dealing with other work units; rules to prohibit certain things that are undesirable during work hours in the organization... .

Leadership Style Theory

Leadership is a collection of a series of abilities and personality traits, including authority, to be used as a mean of convincing the people to be led to make them more willing and able to carry out the tasks assigned to them willingly, passionately, happily and do not feel forced to Wisdom (2011: 252). Murray (2014: 6) gives the view that leadership is a style in developing motives about ways to lead forcefully (cursive style), developing autocracy (authoritative style), according to the level of ability to control freely (affiliate style), without ignoring the method of leading democracy (democratize style), quickly take action (pacesetting style), and always educate or provide training (coaching style). In government organizations, leadership style has a strong influence on the course of the organization and organizational survival. The role of leadership is very strategic and essential in an organization, as it is one of the determinants of success in achieving the mission, vision, and goals of an organization. Leadership style is a behavior and strategy that can maximize productivity, job satisfaction, and growth and help them to adjust in all situations that the leaders often apply while trying to improve their subordinates' performance.

Job Satisfaction Theory

According to Handoko (2012: 122), job satisfaction is a pleasant and loving emotional attitude to work. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of the two. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction appears in the positive attitude of the employees who considers the ethics of the company desirable. Job satisfaction is closely related to the sustainability of employees in a company. Employees who feel job satisfaction will feel happy and staisfied with doing work without trying to evaluate the work and try to find another job.

Conversely, employees who are dissatisfied with their work will tend to have outgoing thoughts, evaluate their work, and try to find other work, and wish to leave because they hope to find a satisfying job. For companies, job satisfaction is an important thing that must be known by every leader because job satisfaction has the potential to influence and broaden behavior in an organization and is useful for employee welfare.

Theory of Loyalty

According to Stefanus (2010: 12), loyalty can be defined as someone's devotion to something or someone; it is not only in the form of physical loyalty, but rather in non-physical loyalty such as mind and attention. Loyalty is something that is reflected by the willingness of employees to maintain and defend the organization inside and outside from the interference of negligent parties Hasibuan (2011: 95). In order to ensure good governance, government officials must have high loyalty to the progress of an organization. Loyalty will always shape someone to try to be better in improving the quality of the organization. Employees' loyalty is essential because only high loyalty leads the employee to have high responsibilities. Employees' loyalty is felt to be more important because the control and management of the organization/company is based on employees itself, without their positive attitude, all the organizational resources cannot be utilized and managed appropriately and consequently the

organizational goals would not be achieved effectively and efficiently.

Framework for Thinking

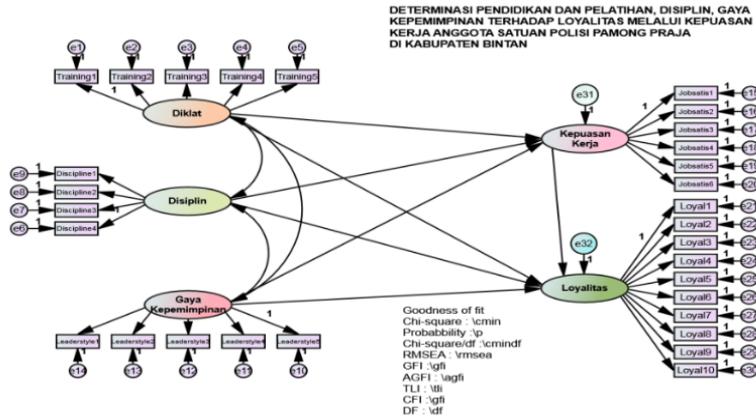


Figure 1: Research Model

Hypothesis

Conditional statements (temporary) are allegations or guesses about what researchers observe to understand them. A hypothesis must show a clear structure so to make it easy to know the type of the variable and the direction of the relationship between variables, whether positive or negative. A short answer to the research problem is as follows:

1. Education and training as predictors of improvement Job satisfaction.
2. Discipline as a predictor of improvement Job satisfaction.
3. Leadership Style as a predictor of improvement Job satisfaction.
4. Education and training as a direct predictor of loyalty.
5. Discipline as a direct predictor of loyalty.
6. Leadership Style, as a predictor of loyalty.
7. Increased Job Satisfaction direct effect on loyalty.

Research Methods

The location of this study was conducted on members of the Civil Service Police Unit in the District of Bintan.

Population

The population in this study was all members of the Civil Service Police Unit in Bintan Regency. The size of the population is 245 people. The data obtained are determined, based on the theory that if the population is less than 100, it is better to take all, but if the number of subjects is large or more than 100 can be taken between 10-15% or 10-25% of the population.

Sample

To determine the sample of this study using a purposive sampling technique, the results are expected to represent the characteristics of the study population (representative). Researchers used processed data using SEM with AMOS version 24 software, which state for optimal data collection, using a sample of 100-200 .. In this study, the researchers used the Slovin method, so respondents who numbered 138 had to fill out a questionnaire that had been distributed.

Data Collection Techniques

For the analysis of the problem under study, the data collection is carried out using techniques:

1. The interview technique is question and answers directly to the parties concerned to obtain the desired data and information.
2. Observation is to make direct observations of the phenomena or other symptoms related to the research variables, to complete the data and understand the main variables studied. Documentation is carried out by looking at and studying various documents and literature as well as related research results to provide a complete and broad perspective in understanding the primary variable data under study.
3. Library Research, namely collecting data as a reference, as a theoretical basis for researching by studying the literature related to the aspects of the problem and support the discussion in doing the thesis.

Research Variable

This research was conducted using three exogenous variables, namely education and training (X1), discipline (X2) leadership style (X3) namely job satisfaction (Y) as an intervening variable, one endogenous variable loyalty (Z)

Discussion

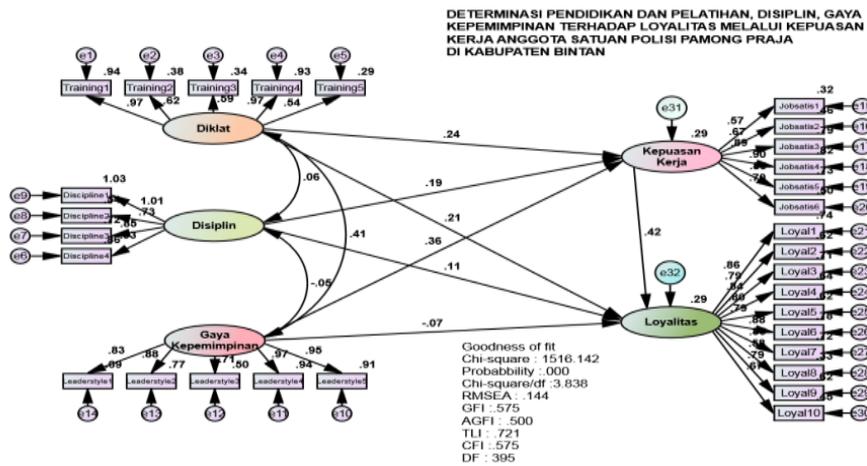


Figure 2: Full Model Research

Table 1. Regression Weight (Lamda) Education and Training, Discipline, Leadership Style, Job Satisfaction and Loyalty

			Estimate	SE	CR	P.	Label
Jobs satisfaction	←	Training	.178	.069	2,579	.010	par_26
Jobs satisfaction	←	Discipline	.164	.067	2,430	.015	par_28
Jobs satisfaction	←	Leaderstyle	.280	.077	3,649	***	par_30
Loyalty	←	Training	.171	.72	2,361	.018	par_27
Loyalty	←	Discipline	.102	.73	1,397	.162	par_29
Loyalty	←	Leader style	-.055	.078	-.705	.481	par_31
Loyalty	←	Jobs satisfaction	.453	.119	3,799	***	par_35

Table.2. Standardized Regression Weight (Lamda) Indicators of Education and Training, Discipline, Leadership Style, Job Satisfaction and Loyalty

			Estimate
Jobs satisfaction	←	Training	.238
Jobs satisfaction	←	Discipline	.192
Jobs satisfaction	←	Leader style	.362
Loyalty	←	Training	.211
Loyalty	←	Discipline	.110
Loyalty	←	Leader style	-.066
Loyalty	←	Jobs satisfaction	.418
Training1	←	Training	.972

Table 3. Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Jobs satisfaction	.294
Loyalty	.290

The Goodness of Fit Analysis

Based on the test criteria, Chi-square (χ^2), Relative Chi-square (χ^2 / Df), RMSEA, GFI, AGFI, TLI, and CFI above and Goodness of Fit value Amos processing results as shown in the figure above, it can be prepared the following table.

Table 4. The Goodness of Fit Evaluation

The goodness of Fit Index	Cut-of Value	Results Model	Information
Chi-square (χ^2)	Is expected small	1516,142	Well
Relative Chi-square (χ^2 / df)	00 3.00	3,838+	Marginal
Probability	> 0.05	0,000	Not good
RMSEA	≤ 0.08	.144+	Marginal
GFI	≥ 0.90	0.575	Not good
AGFI	≥ 0.90	0.500	Not good
TLI	≥ 0.94	0.721+	Marginal
CFI	> 0.94	0.575+	Marginal

By paying attention to the cut-of-value and goodness of fit model results in the table above shows, the seven criteria are met, eight tests were used. The requirements are met by the Chisquare (2χ), Relative Chi-square ($2 / Df$) RMSEA, GFI, TLI, AGFI, and CFI. Because seven of the eight criteria are met the required standards, the models can be Expressed as a good model of (Solimun, 2002: 80 and Solimun, 2004: 71). After theoretical discussion and research, the results of this study can be described as follows:

Determination of latent variables education and training for the Job Satisfaction variable in the study has a standardized estimate (regression weight) of 0.238 with Cr (Critical ratio = identical to the t-value) of 2.579 at probability = 0.010. CR value of 2.579 > 2.00 and probability = 0.010 < 0.05 indicates that the determination of the latent variable Education and Training (training) to the latent variable Job Satisfaction (job satisfaction) is significantly positive. The results of this study prove the theory's truth, which argues that education and training are central elements in employees, development. Sophisticated training is provided to help employees learning skills that will improve their performance which, as a result, will help companies or organizations to achieve their goals Rachmawati (2008: 117). A positive change in the knowledge and ability can lead the member to job satisfaction. If the education and training are consistently supported and provided by the agencies, in the employees

will automatically carry out their duties and work more effectively according the operational standards of work set by the agency. The confidence, capabilities, and success of the employees prove the effectiveness of education and training.

- 1) Determination of the latent variable Discipline (discipline) on the latent variable Job Satisfaction (jobs satisfaction) has a standardized estimate (regression weight) of 0.192 with Cr (Critical ratio = identical to the t-count value) of 2,430 at probability = 0.015. CR value of 2,430 > 2,000 and Probability = 0.015 < 0.05 indicates that the determination of the latent variable Discipline (discipline) on the latent variable Job Satisfaction (job satisfaction) is significantly positive. This finding reinforces the theory that the work discipline is a tool used by managers to communicate with the employees to convince them to change their behavior and as an effort to increase one's awareness and willingness to obey all company rules and social norms that apply Rivai and Sagala (2011: 825). Discipline can can part significantly to increase job satisfaction; this can be seen in high enthusiasm on the part of employees. and their initiative . in carrying out their work duties, the amount of responsibilities of the members to carry out their duties as much as possible and the increased efficiency and work productivity of members of the Civil Police Unit Praja This means that if work discipline improves, it will increase job satisfaction.
- 2) Determination of latent variables Leadership Style (leader style) to the latent variable Job Satisfaction (job satisfaction) has a standardized estimate (regression weight) of 0.362 with Cr (Critical ratio = identical to the t-value) of 3.649 at probability = (****). CR value = 3.649 > 2,000 and Probability = (****) < 0.05 shows that the determination of the leadership style latent variable (leader style) to the latent variable of job satisfaction (jobs satisfaction) is positive significantly. This finding reinforces the theory that leadership is the will of each leader in influencing and moving his subordinates in such a way that his subordinates work with passion, are willing to cooperate and have high discipline, where the subordinates are bound in groups together and push them towards a certain goal Mulyadi (2015: 31). The leadership style in the Civil Service Police Unit in Bintan Regency is currently quite good, where the leader always supports members' efforts to complete their work assignments.
- 3) Determination of the latent variable Education and Training (latency) of the latent variable loyalty (loyalty) has a standardized estimate (regression weight) of 0.211 with Cr (Critical ratio = identical to the t-count value) of 2.361 at probability = 0, 018. CR value 2,361 > 2,000 and Probability = 0, 018 > 0, 05 shows that the determination of the latent variable Education and Training (training) to the latent variable Loyalty (loyalty) is significantly positive. This finding reinforces the theory that education and training teach certain knowledge, expertise, and attitudes for the employees to be more skilled and able to carry out their responsibilities better according to the required standards of Mangkuprawira (2011: 134). The education and training provided by the agency will support. work activities and members in carrying out their duties and work more effectively and by the operational standards of work that have been determined by the agency. The existence of these feelings will create a positive impression on members' job satisfaction and increase the attitude of loyalty towards the leadership and organization.
- 4) Determination of the latent variable Discipline (discipline) of the latent variable Loyalty (loyalty) has a standardized estimate (regression weight) of 0.110, with Cr (Critical ratio = identical to the t-count value) of 1.397 at probability = 1.397. CR value 1.397 < 2,000 and Probability = 0.162 > 0.05 shows that the determination of the latent variable Discipline (discipline) on the latent variable Loyalty (loyalty) is positively insignificant. The low work discipline of members can affect their loyalty to the organization. The success of an activity is determined by three factors, namely sincerity, discipline, and expertise. The low level of discipline that exists in members of the Bintan District Civil Service Police Unit, this can be seen from the large number of members who are often late entering the office, there are still many members who do not take advantage of work time to work, during work hours many members spend

time chatting in the cafeteria. Lack of decisiveness from the leader makes the members less disciplined in the rules that exist in the organization. This finding is not by the theory according to one's ability to regularly, diligently, continuously by not violating the rules that apply by not violating the rules set by Hasibuan (2012: 95).

- 5) Determination of latent variables Leadership Style (leader style) to the latent variable Loyalty (loyalty) has a standardized estimate (regression weight) of - 0.066, with Cr (Critical ratio = identical to the t-count value) of -0.705 at probability = 0.481. CR value $-0.705 < 2,000$ and Probability = $0.481 > 0.05$ indicate that the determination of the latent variable Leadership Style (leader style) to the latent variable Loyalty (loyalty) is positive insignificantly. This finding is not by the theory which states that leadership is the willingness of each leader in influencing and moving his subordinates in such a way that his subordinates work with passion, are willing to cooperate and have high discipline, where the subordinates are bound in groups together and push them towards certain goals Mulyadi (2015: 31). Leadership Style does not have a dominant influence on loyalty. The attitude of the leader who does not care about the problems that hinder the performance of members and the lack of communication caused by superiors to subordinates lead to the low loyalty of members to the leadership.
- 6) The effect of the Job Satisfaction latent variable on the Loyalty variable has a standardized estimate (regression weight) of 0.481, with Cr (Critical ratio = identical to the t-count value) of 3,799 at probability = (****). CR value $3,799 > 2,000$ and Probability = **** < 0.05 shows that the effect of the Job Satisfaction latent variable on the latent variable Loyalty (loyalty) is significantly positive. This finding corroborates the theory, which states that job satisfaction is an emotional attitude that is to love a. his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work: outside work and the combination of inside and outside Hartatik work (2014: 224). Job satisfaction can encourage passion and enthusiasm and work motivation; high job satisfaction tends to support the implementation of organizational tasks and increase loyalty, on the contrary, low job satisfaction can prevent the achievement of organizational goals and reduce member loyalty. The Civil Service Police Unit Organization can create and implement factors that give rise to loyalty for members. One of them is creating job satisfaction; among others, by providing a suitable work with the expertise and skills they possess, members can create harmonious working relationships among members. The fulfillment of these members can increase job satisfaction and ultimately have an impact on increasing member loyalty.
- 7) Squared Multiple Correlation value for Work Satisfaction variable times $100\% = 0.294 \times 100\% = 29.4\%$. Thus, it can be stated that Education and Training influence changes in Job Satisfaction, Discipline, Leadership Style by 29.4%. the ratio of $100\% - 29.4\% = 70.6\%$ is another variable that has not been included in this study. For Loyalty (loyalty) $R^2 = 0.290$, the magnitude of determination = $0.290 \times 100\% = 29\%$. the ratio of $100\% - 29.0\% = 71\%$ is another variable that has not been included in this study. Thus, it can be stated that changes in loyalty are influenced by Education and Training, Discipline, Leadership Style, and Job Satisfaction by 29%. From the overall analysis above, it can be concluded that all indicators for Education and Training (discipline), discipline (discipline), Leadership Style (leader style), Job Satisfaction (job satisfaction), and Loyalty (loyalty) are Valid/significant. When viewed from the structural equation model above, which shows Regression Weight (γ), three variables have a significant positive effect and two variables that have a positive effect but are not significant.

Conclusion

After theoretical discussion and research, the results of this study can be concluded as follows:

- a) Determination of latent variables education and training on latent variables Job Satisfaction is significantly positive.
- b) Determination of latent variables Discipline on latent variables Job Satisfaction is significantly positive.
- c) Determination of latent variables Leadership Style to latent variables Job Satisfaction is significantly positive.
- d) Determination of latent variables Education and training on latent variables loyalty is significantly positive.
- e) Determination of latent variables Discipline on latent variables loyalty is positively insignificant.
- f) Determination of the leader style latent variables to the latent variables Loyalty is not significantly positive.
- g) Determination of latent variables Job satisfaction to latent variables loyalty is significantly positive.
- h) Squared Multiple Correlation value for the Job Satisfaction variable times 100% = $0.294 \times 100\% = 29.4\%$. Thus, it can be stated that Education and Training influence changes in Job Satisfaction, Discipline, Leadership Style by 29.4%.the ratio of $100\% - 29.4\% = 70.6\%$ is another variable that has not been included in this study.
- i) Square Multiple Correlation value for the variable Loyalty (loyalty) $R^2 = 0.290$ then the magnitude of the determination = $0.290 \times 100\% = 29\%$.the ratio of $100\% - 29.0\% = 71\%$ is another variable that has not been included in this study.

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