

CHAPTER I

INTRODUCTION

A. Research Background

The quality of human resources is an important and key capital in achieving organizational goals. Therefore, improving the quality of human resources which includes the willingness, competence, and integrity of employees is very much needed in every organization, including the Indonesian National Police organization. As one of the government agencies, the National Police of the Republic of Indonesia is required to qualify, skilled, and professional human resources, enforce the law, maintain public order, provide protection, shelter, and service to the community as stipulated in Law no. 2 of 2002.

To achieve superior human resources it seems that there are also various obstacles. The human resource problem is not only experienced by police organizations but also experienced by almost all organizations. Even though the recruitment of police officers has passed various rigorous tests to get the human resources that are waiting for, but when it has been placed in an organization with their respective duties and responsibilities, it will change. These changes can come from internal or external. Internal comes from themselves and external comes from outside themselves, for example from organizational culture, superiors and subordinate relationships, trust in leaders, the leadership style of leaders, and so forth. Departing from this, HR must always be honed and improved so that it can become a superior HR that has the final impact on increasing the performance of members or employees.

The answer is why Human Resource must always be improved because it seems that Indonesia is still classified as a country with low Human Resource. This fact was obtained from Sri Mulyani's speech at the meeting event with the House of Representatives Commission XI on Thursday, September 29, 2019, which was published in the Merdeka.com online news

Friday, October 11, 2019. The finance minister explained the position of Indonesia's competitiveness at the level of 50, down 5 compared to 2018 in the 45th position. The data was obtained from the World Economic Forum (World Economic Forum / WEF), Indonesia is still far compared to neighboring countries such as Singapore which came in the first place and Malaysia ranked 27th. Indicators used in measuring the quality of human resources in the report include capacity (the ability of workers based on literacy and education), deployment (level of worker participation and unemployment rate), development (level and participation of education), and know-how (level of knowledge and ability of workers and the availability of resources)(Yayu Agustini Rahayu, 2019). But the good thing is that Indonesia's Open Unemployment (TPT) rate has improved and Indonesia's Human Development Index (HDI) has increased from initially 0.83% to 71.38%, (Murti Ali Lingga, 2019).

Related to the challenges and hopes of improving human resources in Indonesia, various solutions must be made. Human resource management is inseparable from various problems. But in HR problems, there are various kinds of problems. In fact, from these various problems, not only one or two stand-alone problems, there are even interconnected relations with one another, which results in a connection that decreases or increases the human resources themselves. Like the leadership style, the relationship between superiors and subordinates, organizational culture, within the organization. The low and increasing performance of bureaucracy in organizations results from the impact of the consequences of leadership behavior and managerial style that is often used by top managers in the organizational hierarchy. Feudalistic and paternalistic leadership factors and managerial styles have a great influence on organizational performance (Sondang, 1995) so that to improve performance the leaders are required to be able to foster, mobilize and direct all potential subordinates in their environment, which have different leadership patterns- different from one another.

As one of the importance of leaders with leadership style, they can manage various kinds of resources, especially human resources. Human resources are always attached to any organizational resources as a determinant of the existence and role in contributing towards achieving goals effectively and efficiently (Cholil and Riani, 2003). Conversely, bad leadership will cause damage to a good psychological climate, reduce productivity and excitement of work, increase the frustration of members, increase suffering physically and mentally, cause sufferers of neuro to say among his followers, increase the aggressiveness of his men and cause a lot of open and closed conflicts and cause a lot of social unrest so many leaders both in the upper echelon and lower echelon find many of their subordinates who are undisciplined in working, making it easy, not being enthusiastic, doing whatever they want, committing crimes. This arises because factors and abnormal leadership are created. After all, there are no good, wise, humanistic, unselfish and overambitious leaders' souls who are not interested in their interests and "crazy of power", and are less able to carry out their responsibilities in leading an organization (Kartono, 2002).

In line with the opinion of Casimir (2006) subordinates' trust in leaders is one of the important things that can affect the effectiveness of transformational leadership in terms of improving performance. Whereas in contrast to subordinates who do not trust their leaders, those who believe in leaders have extra effort and gain more satisfaction because of positive feelings related to trust. In this way, trust acts as a moderator of the relationship of performance with leadership (Podsakoof, 1990 in Casimir, 2006).

From the problems mentioned above, a company needs a leader figure who can motivate, coordinate people or employees into a group work (teamwork), and integrate them into a work situation or climate that is solid and harmonious to achieve common goals. The success or failure of an organization is largely determined by the leader and his leadership style. In line with the opinion of Miftah Thoha (1988: 1) leaders who are responsible

for the failure of the implementation of a job. This shows that the leadership position in an organization is very important.

The reason researchers used employees or members, namely members of the Polresta Surakarta as research subjects because within the organization members are the spearhead in organizational activities. Therefore, members are required to be able to carry out their duties as well as possible. On the other hand, the leadership of the organization must also pay attention to his leadership behavior, because it will have an impact on the performance of its members. Members who are understood, fulfilled well with their rights will then provide the best contribution to the interests and goals of the organization. The role of the members' behavior is demanded to include in roles and extra roles. In role is the role requested by an organization from a subordinate following the job description and following the rewards, while the extra role is the role requested by the company from a subordinate that is not related to the job description of the subordinate or exceeds what it should be. It is very necessary to achieve the effectiveness and success of an organization.

A leadership organization becomes the center of attention because, without a leader who can manage both an organization, the organization cannot achieve success. So leadership is an interesting topic in organizations because an effective leader will be able to revive the organization that is expected to provide instructions, guidance, advice, and encouragement to help members improve their work performance. Hsu, et.al (2002) states that transformational leadership has a large influence indirectly on organizational effectiveness because the nature of transformational leadership is to empower followers to work effectively by building their commitment to new values, providing motivation towards subordinates, contribute their skills, self-confidence and institutionalize organizational changes.

Applying transformational leadership behavior will be able to encourage the increase in individual and group work and can increase the motivation of subordinates and is expected to increase the level of subordinate

confidence in superiors. So that subordinates will be motivated to behave more than what is assigned and that influences both the effectiveness of the organization.

Although some of the same variables have been widely studied before, no one has examined the subject of Polresta Surakarta. Therefore, based on this background, the authors are interested in researching with the title "**The Effect of Transformative Leadership Style on Job Performance With Trust In Leaders as Moderating Variables (At Polresta Surakarta)**"

B. Research problem

Based on the background that has been described, there is a formulation of the problems research are:

1. Does Transformational Leadership Influence Job Performance?
2. Does Transformational Leadership influence Trust on Leadership?
3. Does Trust in Leadership Mediate The Relation of Transformational Leadership on Job Performance?

C. Research Purposes

Based on the background the research problems can be defined as follow:

1. To analyze the influence of transformational leadership on job performance
2. To analyze the influence Transformational Leadership and Trust on Leadership
3. To analyze Trust in Leadership mediate of transformational leadership on job performance

D. Benefits Of Research

a. Theoretical Benefits

This study is expected to provide information and develop new knowledge in the scope of Human Resource Management. It also can be used as a guide by another researcher in the future if he will conduct a research with the same theme.

b. Practical Benefits

This research is expected to provide consideration in evaluating job performance on Polresta Surakarta so that they can improve their performance.