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Police performance: An evaluating on autocratic leadership, job stress, and job motivation amid and post- COVID 19

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ABSTRACT

The government trustworthiness during and post COVID 19 to police organization has given a lot of additional duties which impact on less breaktime that was triggered job stress, in which leaders should manage it all to motivates and gain stable performance. This study aims to examine and analyze the role of autocratic leadership, job stress, and motivation to police performance through quantitative approach, and stratified proportionate random sampling have used to the sampling technique. As many as 128 online questionnaires were returned to the authors, and then it analyzed by assisting PLS Vs. 4.0.9 software to SEM, and IBM SPSS Vs. 26 for descriptive. Results announce five hypotheses stated supported, and two of them stated rejected.

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1. Introduction

In the COVID 19 situation, police are faced with the highest risk of contracting the coronavirus, where they assume new and foreign responsibilities, including enforcing emergency regulations while protecting public health (Perry & Jonathan-Zamir, 2021). Some of them bear increased workloads and overtime, while others suffer from increasing concerns about health, safety, and loved ones (Ottilie et al., 2020). The role of human resource department in policing is an important to attaining effective ways (Davidescu et al., 2020), and its strongly depending on police performance, because police personnel are gold assets to serving public order and security (Robbin, 2013; Rosen et al., 2010), especially in this situation.

Police performance defined as an achievement of personnel work on the burden and expectations given (Shane, 2010). Brunetto et al (2017) stated that high performance of police personnel will be reflected through the sincerity of service to the community, and not behave arrogantly or rudely. While, Rosen et al (2010) stated that it was also reflected through the sharpness of analysis in dealing with cases and how fast their actions. Conversely, poor performance will be at risk to get fatality on duty, and reduced concentration on basic tasks (Gutshall et al., 2017), and tends to be undisciplined (Changho Lim, 2016). Since the emergence of COVID 19 to Indonesia in March 2020 (Hidayat et al., 2021), the police have gained some additional duties, and also appointed to be one of forefront in public health recovery, then assisting government to boost vaccination (kapolri.go.id, 2021).

The additional duties have made personnel focus been divided, coupled with behavior of the surrounding community that is often not corporatist. On the other hand, efforts in motivating personnel are also not clear, it is related to the benefits received when their completed additional duties, indicates that there is an imbalance of additional duties provided with the benefits received. In the police performance, autocratic leadership plays an important role in emergency situations, where the accuracy and objective of his decisions lead to the optimal performance (Reiche et al., 2020). Some experts found factors that contributes to police performance such as implementing autocratic leadership style, leaders and members relationship quality, workload, job stress, and job motivation (Alfian & Mujisi, 2020; Caillier, 2020; Christian et al., 2020; Wu et al., 2021).

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Leadership stated as the valuable power in the organizational movement (Bass & Avolio, 2004), in which correct implementation will lead to highest achievement (Yuliani et al., 2021). Autocratic leadership is one of leadership styles that usually implemented on military, bureaucracy, and semi-military environment due to their decisions accuracy, discipline, efficiency, and responsibilities in all job context (Vugt et al., 2004). The leaders takes full control of decision making without involving followers in strategic decisions or even in small scales (Caillier, 2020). However, the concept of autocratic leadership cannot equated with slavery. Warsono et al (2019) found that leaders with an autocratic style significantly affects job motivation and police performance. Here, the assertiveness and leader skill have impressed the members. Thus, hypotheses posited are H1: Autocratic leadership has a positive and significant effect on police performance, H3: Autocratic leadership has a positive and significant effect on job motivation.

Abdollahi (2002) revealed that the high level of stress in police profession. In Indonesia, National Police is responsible for public service, law enforcement, reducing crime, and maintaining overall public security (http://kapolri.go.id, 2021). Griffiths and Royse (2017) stated that excessive workload will trigger an increase job stress, then it gives negative impact on personnel mentality and damage personnel relationship with the community (Shane, 2010). Baek et al (2021) found that police burnout significantly increased due to stress, and greatly affected personnel services to the community. Therefore, it is important to review job stress of personnel amid and post-COVID-19. Silva and Lopes (2021) found that job stress significantly affects performance, and reduces job motivation of the personnel (Arujunan et al., 2021). Thus, hypotheses posited are H2: Job stress has a negative and significant effect on police performance, H4: Job stress has a negative and significant effect on job motivation.

Job motivation defined as an encouragement within a person or from the external environment to achieving organizational and personal goals (Robbin, 2013). Experts found personnel job motivation significantly affected by leadership (Hamulian et al., 2018), and job stress (Astuti et al., 2020). Especially in police context, Caillier (2020) found job motivation of personnel strongly influenced by autocratic leadership style. Furthermore, motivation was also found as a driving energy to better performance (Aflah et al., 2021). Çetin and Aşkun (2018) have tested job motivation as a mediating variable in the relation to performance, and found that the positive contribution and significantly increased performance. While, Arujunan et al (2021) found that the contribution of job motivation is partially able to mediate the relationship between job stress and police performance. Thus, hypotheses posited are H5: Job motivation has a positive and significant effect on police performance, H6: Job motivation mediates the effect of autocratic leadership on police performance, H7: Job motivation mediates the effect of job stress on police performance.

2. Methods

The participants comprised police personnel in Indonesia. Before the questionnaire was formally distributed, a pretest was administered to 30 police personnel to ensure the questionnaire was sufficiently clear and the items robust. To construct a comprehensive sample, we contacted the head of 7 sectors police office to get accurate participants data, and the stratified proportionnate random sampling technique to ensure questionnaires distributes ideally. Further, the head of sectors were asked to keep information on the respondents confidential. To enable the participants to freely complete the questionnaires, while protecting confidentiality of responses, participants were instructed to fulfill online questionnaires properly through their own gadget. The questionnaire response period was between April 2022 to July 2022, and as many as 128 completed questionnaires have been received.

In terms of measurement scales, we adopted the questionnaire developed by Harms et al (2018) to examine autocratic leadership, and it contains ten items without dimension. This instrument has been modify to fit current conditions. To examine the police performance, we used indicators in the research of Li et al (2021), which comprises nine items. For job stress, we used indicators which was developed by Deschamps et al (2003) and Chen et al (2011), then we modify that items to nine fix items. To investigate job motivation, we use 16 items adopted from Arujunan et al (2021). We selected items from this instrument because it was previously been used to examine the concept of job motivation in the police sectors especially to the personnel perspective. Furthermore, descriptive analyses, structural equation modeling, and bootstrapping methods were performed. First, the means of autocratic leadership, job stress, job motivation, and police performance were calculated throughout IBM SPSS 26.0, and PLS 4.0.9 software packages were used to

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validity and reliability of the measurement instruments. Finally, structural equation modeling and bootstrapping methods were applied to test the hypotheses.

3. Results and Analysis

Most of personnel were participated is male which was 80.46%, and female 19.54%, as many as 43.75% of them ages ranging 31-40 years, 35.94% ages ranging 21-30 years, 20.31% ages over than 40 years, and no personnel recorded ages less than 20 years participated. As many as 74.21% of personnel stated they were married, while 21.87% stated single, 2.34% stated widow and 1.56% stated widower. Dominantly personnel embraced Islam as many as 95.31%, and only 4.68% embraced religion except Islam. Regarding educational background, bachelor degree is dominant as many as 56.25%, while 41.41% completed high school/vocational education, and 2.34% well educated on postgraduate, in this study no participants had Diploma III and Doctoral education.

Related to number of dependents, as many as 53.12% recognize have it 1 to 3 persons, 22.65% stated they had more than 3 persons, and 24.21% stated that they had no dependents. In their monthly income, as many as 70,31% personnel stated earn in the range of IDR 3 to 6 million, 21.88% stated in the range of IDR 6 to 8 million, and 4.69% of them had income less than IDR 3 million, while only 3.13% personnel who claim were earned more than IDR 8 million. Meanwhile, 64.06% of the personnel stated they had worked more than 10 years, 21.09% stated in the range of 5' to 10 years, and 18.84% had served less than 5 years. In the duties during and post COVID 19, as many as 85.94% personnel stated never been infected by COVID 19, while 14.06% stated they had. In relation to the respondent's identity which has been described, we inform that 100% of the respondents are police personnel, and none of the POLRI civil servants participated.

3.1 Descriptive

In terms of participant responses, we were calculated properly with frequency distribution by mean value chosen as reference scores, then it summarized variably based on each item.

Table 1.
Descriptive

	Mean Average	Category
Police performance	4,18	High
Autocratic leadership	4,43	Very High
Job stress	2,00	Low
Job Motivation	4,41	Very High

In the table 1 above, police performance has a mean average score classified high by 4,18, means that personnel feel they were worked as expectations, in which we detect most of police personnel has quick responses when they on duties as long as COVID situation and new normal era, then personnel also better in divided their times, either on duties or even families and colleague. In autocratic leadership, the score of mean average recorded as many as 4,43 and classified very high, several information in terms of this part indicates that most of personnel shown their hierarchy to their leaders, in which most of them really careful and respect with the leader command, opinions, and decisions, because the police leaders most often give their subordinates punishment when they're not follow and doesn't completing duties properly.

Related job stress, the mean average responses earned by 2,00 and indicates that stress of personnel is only related workload which more weighted than before, in which the present situations have forced them to be more active with less breaktime, and sometimes they have to directly visit the society to help vaccinations. In job motivation, the responses of personnel classified very high with mean average 4,41, we provide important information related this variable includes: most of personnel has a strong intrinsic motivation that was available since they were on police educations, its look like doctrine from the police institution to makes all personnel respect and follow their leaders.

3.2 Measurement Model

Validity and reliability are two main criteria used in measurement model (Hair et al., 2010). The validity test shows how well an instrument has developed measures with respect to the particular concept that intended to measure (Sekaran & Bougie, 2016). This study evaluated two types of validity including convergent validity and discriminant validity. To meet the validity requirement, average variance extracted should be higher than recommended value of 0.50 and fulfilled the Fornell and Larcker criteria (Fornell &

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Larcker, 1981). The reliability test refers to how consistently a measuring instrument measures what it is supposed to measure. Composite reliability and Cronbach alpha are used to test the reliability of the constructs. Fornell and Larcker (1981) suggest that a composite reliability of 0.70 or greater is considered to be acceptable. In the present study, four items that did not pass the appropriate reliability and validity tests were dropped from analysis includes two of job motivation, and two of job stress.

Tabel 2.
Convergent Validity, Reliability, and R^2

	Average variance extracted	Cronbach's alpha	Composite reliability	R-Square
Autocratic Leadership	0,571	0,916	0,930	
Police Performance	0,676	0,939	0,949	0,701
Job Motivation	0,743	0,973	0,976	0,530
Job Stress	0,610	0,892	0,915	

Table 2 shows the score of AVE above 0.50, composite reliability and cronbach's alpha above 0.70, and mostly above 0,90, thus indicating convergent validity and internal consistency of instruments on each variable, and explains the model classified very good. Regarding the numbers of R-square on police performance, it provides the information if any problem or the desire to increase police performance, thus 70,1% have to be checked are maximalization of implementing autocratic leadership, company efforts to motivates, and stress management related job load and risks. Further, job motivation as many as 53,0% are affected simultaneously by autocratic leadership effectivity and personnel stress when on duties.

Table 3.
Discriminant Validity

	Autocratic Leadership	Police Performance	Job Motivation	Job Stress
Autocratic Leadership	0,756			
Police Performance	0,643	0,822		
Job Motivation	0,707	0,812	0,862	
Job Stress	-0,180	-0,409	-0,298	0,781

Table 3 illustrates the result of discriminant validity, which measures the degree to which items differentiate among constructs or measure distinct concepts. The squared root correlations for each construct are less than the AVE ed by the indicators measuring that construct indicating adequate discriminant validity was obtained in this study.

3.3 Hypothesis Testing

Analysis procedure for testing the hypotheses requires evaluation of model summary to check whether the model fits the data and is in accordance with this concept (Hult et al., 2015). In addition, the significance of the parameter estimates was evaluated through t-values and p-values, while the direction referring to original sample (Hidayat et al., 2021; Hult et al., 2015). Table 4 shows below that there are five hypotheses stated supported and two hypotheses stated not supported. The cut-off value to decide whether to accept or reject the hypothesis is based on t-value and p-value. The proposed t-value cut-off point is 1,96 for two-tailed and p-value less equals than 0,05. Regarding VAF score in both mediating effects, job motivation has contributed as many as 74,53% enhancing on the relationship between autocratic leadership and police performance.

Table 4.
Hypothesis Testing

	(O)	(M)	(STDEV)	T values	P values
Autocratic Leadership -> Police Performance	0,150	0,146	0,073	2,055	0,040
Job Stress -> Police Performance	-0,188	-0,205	0,079	2,371	0,018
Autocratic Leadership -> Job Motivation	0,675	0,634	0,173	3,907	0,000
Job Stress -> Job Motivation	-0,177	-0,215	0,113	1,573	0,116*
Job Motivation -> Police Performance	0,650	0,629	0,085	7,648	0,000
Job Stress -> Job Motivation -> Police Performance	-0,115	-0,132	0,066	1,741	0,082*
Autocratic Leadership -> Job Motivation -> Police Performance	0,439	0,405	0,132	3,324	0,001

Note: * = not significant, (O) = original sample, (M) = Mean Sample, (STDEV) = Standard Deviation

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Meanwhile in the relationship between job stress and police performance, job motivation contributed as many as 37,95% to lowering personnel stress effect to their performance. In the discussion section, the contributions of job motivation will be detail explained.

3.4 Discussion

Autocratic leadership was found to has a positive and significant effect on performance and job motivation of personnel. The assertiveness and expertise of the leadership are the things that are most respected by followers due to their absolute nature. In the police institution, someone who has passed the recruitment test will be educated first before they serve in full, and instilled in a hierarchy such as doctrine and mentally nurtured to remain loyal and obedient to the orders of leaders. Meanwhile, the leadership has also been educated and sworn to giving orders in accordance with the provisions of the applicable law. We found that most personnel admitted that superiors were very concerned with performance and job rules, it was proven that the punishments given when personnel didn't follow orders and violated the rules received very high responses in autocratic leadership instruments, thus indicating a strong organizational culture drives to be able to perform with high standards.

Meanwhile, the majority personnel well educated in bachelor degree might consider to getting a warning from their leaders due to it looks like a detrimental thing. Furthermore, the high leadership reliability and authority, as well as their firmness in giving orders have also been proven to encourage personnel to complete duties with high enthusiasm and strong dedication. We also found that almost no conflict between members and their leaders, this indicates a high level of work harmony, in which the leaders and subordinates are considered to understand each other, thus providing a boost to the motivation of personnel and their overall performance. Sommerfeldt (2010) states that autocratic leadership is a type of leadership that is assertive, disciplined, sporty, consistent and full of responsibility, where those who are implementing the autocratic style can be stated experts in their fields, reliable, and has a good communication skill that was effective in improving personnel performance in an emergency situation.

In the context of autocratic leadership, members are expected to follow procedures/orders, but this concept cannot be equated with slavery, where one has to work without any reward (Al Khajeh, 2018). Caillier (2020) emphasizes that autocratic leadership continues to apply a reward system, this is intended to motivate each member to work in accordance with the expectations. Autocratic leadership can also be useful in resolving specific cases or special operations (Kurniawan, 2021). As long as an emergence of COVID 19 and new normal, police personnel more likely commanded by an autocratic style, in which it allows personnel to take their focus on duties without worrying to being involved in making complex decisions (Mosler, 2021). In relation to performance, several studies are in line including Solihah et al (2017), Wan et al (2021) and Warsono et al (2019), and rejected the finding of Caillier (2020). While in relation to job motivation, our findings are in line with Hamulian et al (2018), Harms et al (2018) and Mosler (2021) which is they were emphasized that the implementation of autocratic leadership has strengthened the motivation of personnel, because their authority and expertise are admired.

Job stress was found to directly decrease the overall performance of personnel, but not their work motivation. The personnel's acknowledgment of the heavy workload amid COVID-19 and new normal era has indeed made them stressed, overwhelmed and lacked rest. In this case, there were at least 10 additional duties outside the basic police duties that made their focus divided, and they were required to work quickly in the emergence of COVID 19 and vaccinations program in the new normal. This of course makes their overall performance in basic functions being not optimal. But it doesn't necessarily reduce personnel spirit at work, because their intrinsic motivation is very strong, in which most personnel stated that policing is the profession they really want, and there are high expectations in this profession, thus encouraging them to ignore stress in work.

Then, the sincere and happy feelings of the personnel in carrying out their duties to learn new things that have never been felt in past situations are also the reason why work motivation doesn't affect due to stress. We argue that almost all personnel own highest and healthy psychological, and emotional stability, so that they are able to control stress due to additional duties imposed on the COVID 19 and Post. Our analysis also supported by descriptive findings which indicate a low level of frustration among personnel, as well as their willingness to give up in carrying out these additional duties and commands.

Our findings are in line with Arujunan et al (2021), which stated that during COVID-19 pandemic, the personnel work stress had an impact on the performance, in which it was made they became slow in action, and not provides maximum service to the community. Silva and Lopes (2021) also stated that during

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COVID-19 and new normal era, high personnel stress have reduced case resolution. In terms of work motivation, we strengthen this finding with the opinion of Shane (2010), which stated that a high level of personnel stress does not necessarily reduce work motivation directly, because it is very dependent on a person's psychological ability to translating orders and additional duties. The better the personnel interpret, so the higher level of dedication that lead to strong motivation (Shane, 2013).

Another finding of Frank et al (2017) , which stated that high work stress is a relative representation of a person's emotional state when the additional duties in charged, but it doesn't always have an impact on their overall motivation, because personnel motivation is often there since the first time someone decides to work, and it is closely related to the orientation and vision of each individual (Frank et al., 2017). Our findings are not in line with several authors regarding impact of stress on personnel motivation (Arujunan et al., 2021; Gutshall et al., 2017; Huwae et al., 2021; McCarthy et al., 2021), which in fact states that personnel who experienced high work stress are more likely to have low work motivation, loss of morale, and tend to behave badly.

Job motivation was found significantly affect the level of personnel performance, in our findings the intrinsic motivation was identified very strong, due to the pride of personnel being police, and most of them admitted that since became police, they were highly respected and appreciated in the community. A sense of respect and appreciate in the community is very important for personnel who are male ages < 40 years, and have married, because the head of family really considers this in motivating them to carry out duties that are quite heavy and risky in police profession. Our findings are in line with Matulessy et al (2021), and Amri et al (2021), which states that strong intrinsic motivation will have a major effect on performance stability. A classical theory of Sommerfeldt (2010) also strengthen our findings, he stated that highly motivated personnel will work sincerely and enthusiastically to assist institution goals.

On the indirect effect, work motivation contributes 74.53% in increasing the role of autocratic leadership on personnel performance. While the effect of stress on personnel performance, work motivation weakens the relationship by 37.95%, this result indicates that several things lead personnel to increase and stabilize performance even though there are additional duties outside the main police duties regulated by law. Basically, these things are a positive response of personnel to leaders when they apply strict discipline, provide punishment for members who violate the rules, and seriously reprimand members who cannot complete their duties. Automatically, those responses encouraged personnel to maintain their performance stabilization and ignore the level of stress experienced. In addition, the personnel are agreed to challenges their self at work, in which most of them feel happy when they can complete difficult duties.

Vliert (2006) was explained one of the habits autocratic leaders in giving orders, in which most leaders with this type pose an assignment challenge when they judge that the followers reliable and capable to do. In this context, we slightly put the assumption that the personnel are intelligent and superior personnel, and quick respond. So that in this COVID and Post-COVID 19 situation they can control their emotions, manage time, and make sacrifices for the common good. Generally, our finding lead to the research of Çetin and Aşkun (2018) and Astuti et al (2020) who have used job motivation as a mediator in relation to performance, and they found that the positive contribution of work motivation significantly increased performance, but our finding on contributions job motivation in the relationship autocratic leadership on police performance is new and first time in the world.

Regarding the contributions job motivation in the relationship job stress and police performance, our finding is not in line with Arujunan et al (2021), in which we found that job motivation doesn't impact personnel to give their best performance or weaken job stress role due to strong intrinsic motivation of personnel in our object. Another argument states that strong motivation will create affective commitment, thus its lead to the innovative performance (Games et al., 2022), and ignoring stress that was experienced as long as COVID 19 conditions (Baek et al., 2021). Further, we didn't find any support literature, but our argument possibly acceptable in logic.

4 Conclusions

COVID 19 situations has given a lot of impacts to police institution, in which several of additional duties were trusted to the personnel in almost all police area. Further, the motivation effort looks like doesn't really clear when those duties completed. The insignificance of work motivation influenced by personnel work stress indicates that the high emotional stability and psychological abilities of existing personnel, therefore it is important to upgrade these psychological abilities through training and development on a

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regular basis to adapt with changing times, if not, it will triggers destabilizing emotional lost due to higher job demands in the future. Autocratic leadership that has been applied today, has been proven to encourage personnel motivation and improve their performance, it is trigerred by the infrequent conflict between subordinates and superiors when carrying out their duties, therefore it is necessary to maintain. Job motivation of personnel needs to be added from the external side such as increased salaries and benefits, some awards from the leaders, and bonuses, so that the enthusiasm of follower in working and carrying out additional duties mandated in the future can be completed better than today, if not, it will potentially weaken an intrinsic motivation that was proven strong as the necessities of life and dependents increase in the future. Because the actual motivation that exists in personnel of now more inclined towards intrinsic motivation, namely motivation based on personal desires and pride in being a police officer.

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