



Law and Leadership Style: How Could the Leader Promote the Effective Law Enforcement

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Abstract: According to PP Number 27 of 1983, State Detention Centers, hereinafter referred to as detention centers, are places for suspects and defendants to be detained during the process of investigation, prosecution and examination at court proceedings. In carrying out the duties and authority of the detention center, it is certainly controlled by a leader. In this case the leader in question is the head of the detention center. The head of the detention center in running the leadership wheel must have the skills to lead subordinates. There are several styles or models of leadership, one of which is the situational leadership style, where the leader is more concerned with the situation, when to be pushy and when to moderate. Leadership is certainly associated with performance. Performance is a result of both the quality and quantity performed by officers in carrying out their work. From this understanding, researchers are interested in conducting research related to the influence of situational leadership style on the performance of correctional officers using the correlation method where the independent variable is the influence of the situational leadership style, and the dependent variable is the performance of correctional officers in class IIA Pekalongan Detention Center. Based on the statistical data analysis that the researchers conducted, it can be concluded that the situational leadership style has an effect on the performance of correctional officers in the Class IIA Pekalongan Detention Center

Keywords: Situational Leadership, Law and Leadership, Correctional Institution, Effective Law Enforcement

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A. Introduction

Rutan is one of the Correctional Technical Implementation Units (UPT) located in every region in Indonesia. According to PP No. 27/1983, the State Detention Center, hereinafter referred to as Rutan, is a place where a suspect or defendant is detained during the process of investigation, prosecution, and examination in court. While the definition of a defendant according to the Criminal Procedure Code is a suspect who is prosecuted, examined and tried in court. Detention Center occupants, hereinafter referred to as Detainees, are suspects or defendants who are placed in Detention Centers/Branches of Detention Centers. A suspect is a person who because of his actions or circumstances, based on preliminary evidence, should be suspected as a criminal act (KUHAP). Rutan has a function as a place of treatment for prisoners during the trial process.

Correctional officers in accordance with Law Number 12 of 1995 Article 8 paragraph (1), as referred to in Article 7 paragraph (1) are Functional Law Enforcement Officials who carry out tasks in the field of coaching, securing, and mentoring Correctional Inmates. In this case, correctional officers are officials who carry out their duties in the detention center to provide care services to prisoners. In providing services, a correctional officer must carry out his responsibilities as a form of good performance.

Mangkunegara (2001) in Nugraha, states that work performance or performance is a result of work both in quality and quantity that has been achieved by an employee in carrying out his duties and in accordance with the responsibilities given.¹ A person's performance in carrying out his duties can be measured by four elements as stated by Bernardin & Russel) in Syah and Santoso (2017)², including the following.

- 1) Quality, where an employee has determination and thoroughness in carrying out tasks in accordance with his work.
- 2) Quantity, namely how much work has been completed by the employee, the number or results of production, and the timeliness in completing the task.

¹ Nugraha, Roni Rahmat. 2020. *Pengaruh Gaya Kepemimpinan Situasional Terhadap Kinerja Pegawai Di Pusat Pengembangan Sumber Daya Manusia Aparatur, Badan Pengembangan SDM ESDM*. Bandung.

² Syah, M., and B. Santoso. 2017. "Pengaruh Gaya Kepemimpinan Situasional Dan Komunikasi Organisasi Terhadap Kinerja Karyawan (Studi Eksplanatif Kuantitatif Pada CV. Putra Nugraha Sentosa" Universitas Muhammadiyah Surakarta.

- 3) Time savings, if an employee can carry out a job based on the maximum speed achieved. This means that in time saving is measuring how much time it takes an employee to complete a job.
- 4) Cost efficiency, which is where an employee is able to optimally complete the job without using excessive resources.

In addition to the four general elements above, assessing performance can be done through four dimensions that can be used as benchmarks as referred to by Milner's measurement (Sudarmanto, 2009:11) in Wahyuningtyas and Erianto (2011)³, including the following.

- 1) Quality: relates to error rate, accuracy and damage. Quality in work will produce work with good quality and in accordance with predetermined standards. The benchmarks in assessing the quality of work are the following indicators: a) accuracy; b) accuracy; c) neatness; and 5) the cleanliness of the work.
- 2) Quantity: relates to the amount or amount of work produced or completed in accordance with working time, namely how quickly the employee completes his work.
- 3) Use of time at work: related to absenteeism such as absenteeism, tardiness, and effective working time or lost working hours. The use of time in work is closely related to the amount of time needed by a person to complete his work.
- 4) Cooperation with other people at work: related to the ability of an employee to work together in a group or organization in carrying out group tasks. Where an employee increases or decreases his performance when working with other employees.

Performance appraisal in an organization such as in a detention center is important to do to get good work results. In a correctional UPT, performance appraisals can be made to the head of the detention center, the head of the KPR, the Head of Subsidy, and the staff, who form an organizational structure. In (Badu and Djafri 2017), structure is the relationship between functions in an organization. Thus, the organizational structure is a correlation between employees and the correlation between employees and their duties and functions as members of the implementing group.

Based on the organizational structure, of course there is the highest structure commonly referred to as a leader, a leader must have leadership

³ Wahyuningtyas, Ratri, and Lutfi Dwi Erianto. 2011. "Kinerja Pegawai Unit Pelayanan Jaringan PT . PLN (Persero) Bandung." 1(1):1–13.

skills, namely leadership. Leadership according to Stogdill in Toana (2018)⁴, is mapped in the following criteria: (1) Leadership as a group process, (2) Leadership as a personality that results, (3) Leadership as the art of creating agreement, (4) Leadership as the ability to influence, (5) Leadership as an act of behavior, (6) Leadership as a form of persuasion, (7) Leadership as a power relationship, (8) Leadership as a means of achieving goals, (9) Leadership as a result of interaction, (10) Leadership as a separation of roles, and (11) Leadership as the beginning of the structure.

Along with the development of the times, leadership is not only based in one way but has formed several kinds of styles. Because leadership is an art that is static, meaning it can develop according to need. Such things are then called all leadership styles. Leadership style according to Hersey and Blanchard (2002; 114) in Untari (2015)⁵, is a pattern of behavior carried out by a person in influencing the activities of others or the people he leads as perceived or thought by people. others or the person they lead.

One of the ideal leadership styles is the situational style. As in (Nofita Sari and Kartika Sari 2020), Situational leadership is the ideal leadership style, because of its firm and disciplined characteristics but still pays attention to and considers the abilities of subordinates as the person being led. Situational leadership style in which the leader is more concerned with the situation. When to be pushy and when to be moderate, and in what situations the leader should give freedom to subordinates.

Situational leadership style is influenced by several factors as stated by Stephen P. Robbins in (Fauzia, Rubini, and Sunaryo 2018) including: (1) telling, (2) selling, (3) participating, and (4) delegating. Of the four factors described in more detail by Hersey and Blanchard in (Thoha, 2007:318) in (Liow, Pioh, and Waworundeng 2018) into four styles in situational leadership as follows.

- 1) Instructional Style: The leader provides direction regarding the task at hand and provides little support in terms of relationships. Leaders carry out one-way communication by giving specific instructions regarding the roles and goals of their subordinates, and carry out strict supervision of the implementation of their duties. The leader is fully responsible for problem solving and decision making. The leader defines the role and tells

⁴ Toana, Ahmad Averus. 2018. "Kepemimpinan Situasional Dalam Kebijakan Publik." *Jurnal Kebijakan Pemerintahan* 1(2):91–102. doi: 10.33701/jkp.v1ino.2.1099.

⁵ Untari, Riski Dwi. dkk. 2015. "Pengaruh Gaya Kepemimpinan Situasional Terhadap Kinerja Aparatur Desa Di Desa Tamansari Kecamatan Wuluhan Kabupaten Jember." *E-Journal Ilmu Administrasi Negara Universitas Jember* 1(1):1–15.

his subordinates about what, where, how, who, and when to carry out the task.

- 2) Consulting Style: The leader directs and provides a lot of support. The consulting style leader has the will to explain the decisions and policies that will be taken and accept opinions from his subordinates, but the leader still provides supervision to his subordinates in completing the given task. Decision making is in the hands of the leader and there is a two-way communication between the leader and his subordinates.
- 3) Participation Style: Leaders often provide support and provide little direction. The leader makes decisions together with his subordinates and exchanges ideas or ideas, and supports the efforts of his subordinates in completing tasks. Control over problem solving and decision making is held alternately by the leader and subordinates. Two-way communication is enhanced and the leader is actively listening.
- 4) Delegation Style: The leader provides little support and direction. The leader fully delegates all decisions and responsibility for carrying out tasks to his subordinates. So that the leader does not have control to decide on how to carry out the task. Subordinates are given ample opportunity to carry out their own instructions because they are considered to have the ability to assume responsibility for directing their own behavior.

The authority, duties and responsibilities for the treatment of prisoners in the Detention Center according to Article 4 of PP No. 58/1999, rest with the Minister and are carried out by the Head of the Detention Center. The Head of the Detention Center is in charge of: a) implementing the treatment program; b) keep prisoners from escaping; and c) assisting the smooth process of investigation, prosecution and examination in court.

According to Cunningham and Cordeiro (2003:140-141) in (Nugraha 2020), leadership style will affect the behavior of subordinates, especially the behavior of subordinates who support the use of the preferred style. According to Formenky (2015) in Kadek Fajar(2016)⁶, Leaders can shape their employees to be the best. Based on this description, the author will formulate a problem regarding the relationship between situational leadership style on the performance of correctional officers in the Class IIA Pekalongan Rutan.

⁶ Kadek Fajar. 2016. "Pengaruh Gaya Kepemimpinan Situasional, Budaya Organisasi Dan Motivasi Pada Kinerja Karyawan Di Pt Bank Pembangunan Daerah Bali Cabang Badung." *Ekonomi Dan Bisnis Universitas Udayana* 11(5):3823–56

B. Method

The research was conducted in Class IIA Pekalongan Rutan. The research was conducted in March 2021. This type of research is descriptive, namely research by analyzing in depth the data and facts that have been collected which are then taken into research and presented as is without engineering. In addition, the correlation method is also used which aims to see the relationship between one variable and another variable. in this case the independent variable is the influence of situational leadership style, while the dependent variable is the performance of correctional officers at the Class IIA Pekalongan Rutan. Data analysis used statistical test tools such as cross tabulation, correlation test, and regression test. Primary data collection used a questionnaire given to correctional officers at the Class IIA Rutan Pekalongan. While for secondary data using content analysis, namely by collecting and analyzing the content of the text. The content of the text that the researcher analyzed came from books, articles, and journals. The author uses an objective and systematic counting and recording procedure to produce a numerical description of the contents of the text.

C. Result and Discussion

1. Analysis of the Effect of Situational Leadership Style on the Performance of Correctional Officers in Class IIA Pekalongan Rutan Using Cross Tabulation

To explain the relationship between the level of influence of situational leadership style on the level of performance of correctional officers at the Class IIA Pekalongan Rutan, the authors use cross tabulation which is described in the following table.

TABLE 1. Cross Tabulation

		Category Officer Level	Correctional Performance	Total
		Low	Tall	
Level category leadership style - situation pinna -onal	Low	1	1	2
		50%	50%	100%
	Tall	0	18	18
		0	100%	100%
Total		1	19	20
		5%	95%	100%

Based on the results of the cross tabulation analysis, the following data were obtained.

- a. Based on 2 respondents who have a low level of situational leadership style have a high level of performance of correctional officers by 50%, the remaining 50% have a low level of performance of correctional officers.
- b. Based on 18 respondents who have a high level of situational leadership style have a high level of performance of correctional officers by 100%.
- c. Based on the total number of respondents as many as 20 correctional officers at the Class IIA Pekalongan Rutan, the performance level of correctional officers is influenced by a high level of situational leadership style of 95.0% and a low level of situational leadership style of 5.0%.

2. Analysis of the Effect of Situational Leadership Style on the Performance of Correctional Officers in Class IIA Pekalongan Rutan Using Correlation Test

TABLE 2. Correlation Test

		VARTOT IV	VAR TOT DVD
VARTOTIV	Pearson Correlation	1	0.598
	Sig. (2-tailed)		
	N		0.005
		20	20
VARTOTDV	Pearson Correlation	0.598	1
	Sig. (2-tailed)		
	N	0.005	
		20	20

Based on the results of the correlation test analysis obtained the following data.

- a. Make a hypothesis H0 (Hypothesis 0) and Ha (Alternative hypothesis). H0 is a hypothesis that is not expected by the researcher. So H0 means that there is no relationship/correlation between the variable level of situational leadership style and the level of performance of correctional officers at the Class IIA Pekalongan Rutan. While Ha is the hypothesis expected by the researcher. Then Ha means that there is a

relationship/correlation between the variable level of situational leadership style and the level of performance of the correctional officer at the Class IIA Pekalongan prison.

- b. Decision making whether to reject or accept H_0 . So, the decision-making guideline is if the value of Sig. (2-tailed/significant on both sides) < 0.05 then H_0 is rejected, and H_a is accepted. From the output value, it can be seen that the value of Sig. (2-tailed) = 0.005 then H_0 is rejected, and H_a is accepted. So there is a relationship between the level of situational leadership style and the performance level of the correctional officer at the Class IIA Pekalongan Prison.
- c. Determine the strength relationship (R) between the IV and DV variables. The strength guidelines are divided into 5 categories of 20 percent, namely:
 - 0-0.2 is very weak
 - 0.21-0.4 is weak
 - 0.41-0.6 is sufficient
 - 0.61-0.8 is strong
 - 0.81-1 is very strong

From the output results, the Pearson correlation value is 0.598, which means it is sufficient. So the strength of the correlation between the level of situational leadership style and the level of performance of correctional officers at the Class IIA Pekalongan Rutan is sufficient.

- d. The direction of the relationship is divided into 2, namely:
 - 1) Positive means that the relationship is unidirectional if X goes up then Y goes up, or X goes down then Y goes down
 - 2) A negative value means that the relationship is in the opposite direction if X goes up then Y goes down, or X goes down then Y goes up

How to determine a positive or negative value is seen from the value of R. If there is no minus sign (-) in front of the letter R, it is declared a positive value. A negative relationship will be indicated by a minus sign (-) in front of R.

From the output above, the relationship is positive because there is no negative sign in front of the R value. So the higher the level of situational leadership style of a leader, the higher the level of

performance of correctional officers at the Class IIA Pekalongan Rutan means the relationship is unidirectional.

3. Analysis of the Effect of Situational Leadership Style on the Performance of Correctional Officers in Class IIA Pekalongan Rutan Using Regression Test

TABLE 3. Variable Entered

Model	Variable Entered	Variable Removed	Method
1	VARTOT IV		Enter

The Entered/Removed variable determines or explains the IV variable and DV variable (Independent Variable and Dependent Variable). The independent variable is a variable that can stand alone while the dependent variable is a variable that cannot stand alone. The entered variable explains the value of variable IV, namely the situational leadership style level variable. So the DV variable is the performance level variable for Class IIA Pekalongan correctional officers.

TABLE 4. Model Summary

Model	R	R Square	Adjust R Square
1	0.598a	0.358	0.322

The table describes the R value (strength of correlation). So the strength of the correlation between the level of situational leadership style and the level of performance of the correctional officer at the Class IIA Pekalongan Prison is 0.598 or sufficient. While the coefficient of determination (R^2) is 0.358, meaning that the X variable contributes to the occurrence of the Y variable by 35.8% and the remaining 64.2% is explained by other variables. So the variable level of situational leadership style contributes to the performance level of correctional officers at the Class IIA Pekalongan Prison by 35.8% and the remaining 64.2% is explained by other variables.

TABLE 5. Anova

Model	Sum Of Square	Mean Square	Sig.
Regression	634,049	634,049	0.005b
Residual	1138,501	63,250	
Total	1772,550		

The anova table function describes whether a regression equation can be created or not. Here are the steps.

- 1) Make a hypothesis, H0 and Ha. H0 regression equation cannot be created. While Ha the regression equation can be made
- 2) Decision making, if the significant value of alpha < 0.05 then H0 is rejected. Based on the output above, the value of Sig. = 0.005 means < 0.05 then H0 is rejected and Ha is accepted. So a regression equation can be made.

TABLE 6. Table of Coefficients

Model	Unstandardized Coefficients		Sig.
	B	Std. Error	
Constant	20.875	17,548	0.250
Vartotiv	0.798	0.251	0.005

The formula of the regression equation is $Y = a + bX + e$. With $Y = DV$, $a =$ constant, $b =$ coefficient, $X = IV$, and $e =$ error (other variables). based on the output data above, then the regression equation is, $Y = 20.875 + 0.798 X + e = 21.673$.

D. Conclusion

Based on the results of the analysis using cross tabulation, correlation test and regression test, it can be concluded that situational leadership style can affect the performance of correctional officers in Rutan Class IIA Pekalongan. Based on the first analysis used is cross tabulation analysis, from the results of the analysis it can be concluded that of the 20 respondents, namely Class IIA Pekalongan correctional officers, the performance level of the Class IIA Pekalongan correctional officers is influenced by the high level of situational leadership style of 95.0% as well as a low level of situational leadership style of 5.0%. So situational leadership style can affect the performance of

correctional officers. The second analysis is using correlation test analysis, it can be concluded that there is a significant relationship between the level of situational leadership style and the level of performance of correctional officers at the Class IIA Pekalongan prison. The relationship between the two variables is positive or unidirectional, so the higher the level of a leader's situational leadership style, the higher the performance level of the Pekalongan Class IIA correctional officer. The third analysis using regression analysis, it can be concluded that the variable level of situational leadership style contributes to the performance level of correctional officers at the Class IIA Pekalongan Rutan by 35.8% and the remaining 64.2% is explained by other variables. so that the higher the level of situational leadership style of a leader, the higher the performance level of the correctional officer at the Class IIA Pekalongan prison. The third analysis using regression analysis, it can be concluded that the variable level of situational leadership style contributes to the performance level of correctional officers at the Class IIA Pekalongan Rutan by 35.8% and the remaining 64.2% is explained by other variables. so that the higher the level of situational leadership style of a leader, the higher the performance level of the correctional officer at the Class IIA Pekalongan prison. The third analysis using regression analysis, it can be concluded that the variable level of situational leadership style contributes to the performance level of correctional officers at the Class IIA Pekalongan Rutan by 35.8% and the remaining 64.2% is explained by other variables. The purpose of this study was to determine the effect of situational leadership style on the performance level of correctional officers in the Class IIA Rutan Pekalongan. So it is hoped that the results of the analysis that have been carried out can be used to evaluate the leadership carried out by leaders in an institution, company, or organization. For further research, other variables can be used to explain the influence of situational leadership style on the level of performance of community workers.

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F. Declaration of Conflicting Interests

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