

The Influence of Leadership Functions, Motivation and Competence on Work Ethic and Its Implications on the Performance of the Sector Police Head in the West Java Regional Police Region

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Abstract: The purpose of this study was to determine and analyze the influence of the role of leadership, motivation, and competence on work ethic and its implications for the performance of the Sector Police Head in the West Java Regional Police. The research sample used a sampling technique in a cluster proportional random sampling. The data collection method used a questionnaire or questionnaire method. The research method uses descriptive and verification methods with Path Analysis techniques. The results of this descriptive study indicate that the functions of leadership, motivation, competence, work ethics and the performance of the police chief are perceived to be quite good to good. While the results of the verification research prove that the functions of leadership, motivation,

Keywords: Leadership Function, Motivation, Competence, Work Ethic and Performance of the Police Chief.

INTRODUCTION

Various problems in the performance appraisal of the police chief turned out to be a very serious concern for the organization. personnel performance is the most critical stage in personnel management. Therefore, sufficient energy, time and funds are needed to implement an appropriate performance appraisal model for personnel. The performance of the West Java Regional Police Chief in general is still not fully optimal, where there are still jobs that should be completed according to the plan cannot be completed. Likewise, the level of quality of work is still low, seen from the material, format and editorial. There are still many police chiefs who do not feel an obligation to fill out the attendance list every day and there are still some who are not available during working hours. This situation is exacerbated by the slow performance of subordinates or the police chief who delegate work to each other so that they seem indifferent to their work and clearly affect the quality of their work. There are still many police chiefs who do not understand, understand and carry out their respective main tasks and functions. Unfavorable work climate where there is still ego between sections, lack of cooperation between sections, lack of togetherness and intimacy between personnel.

Lack of personnel ability to use technology, especially computer technology properly. lack of cooperation between sections, lack of togetherness and intimacy between personnel. Lack of personnel ability to use technology, especially computer technology properly. lack of cooperation between sections, lack of togetherness and intimacy between personnel. Lack of personnel ability to use technology, especially computer technology properly.

The work ethic of the police chiefs is still not optimal, especially from the aspect of rationality and the initiatives of the personnel are still not fully optimal. Based on the above study, it can be concluded that performance is strongly influenced by work ethic. According to Hersey and Johnson (2012:448). Saying the success of a business will depend on how well and precisely it is in anticipating through competency acquisition activities, choosing the right competency improvement strategy, as well as the ability to divide the roles of all elements within the organization, which are based on the type and level of competence of each individual that exists. And without a high work ethic as mentioned above an organization is unlikely to improve performance. As one of the factors that can shape the work ethic is leadership. In order to carry out the role and function as a manager, the leader must have the right strategy to empower the workforce through cooperation or cooperation as well as provide opportunities for personnel to improve their competence and encourage the involvement of all personnel in various company activities. A good leader is a leader who is able to provide support and has a good relationship with his subordinates to continuously improve his abilities so that it has an impact on improving performance.

It is also suspected that the competence of the police chiefs of the West Java Regional Police has not been optimally accompanied by a strong commitment of personnel in organizational development. The police chiefs of the West Java Regional Police need knowledge of organizational commitment so that it can be known how a person either individually or in groups can make the best contribution to the creation of optimal organizational performance, this agrees with Soekidjan (2011:29) explaining that in general: "commitment Strong influence on the organization has been shown to increase job satisfaction, reduce absenteeism and improve performance.

From the data from the pre-survey above, it can be seen that in general the competency dimensions of the police chief based on Perkap no. 12 of 2012 regarding competence are still not fully optimal and are in the fairly good category, it can be seen that the knowledge dimension has the lowest value compared to other dimensions. Based on field observations, this is because there are many police chiefs in the West Java Regional Police who do not work hard and try to improve their abilities.

It is also suspected that the competence of the police chiefs of the West Java Regional Police has not been optimally accompanied by a strong commitment of personnel in organizational development. The head of the Polsek of the West Java Regional Police requires knowledge of organizational commitment so that it can be known how a person either individually or in a group can make the best contribution to the creation of optimal organizational performance, this agrees with Soekidjan (2011) explaining that in general: "strong commitment to organizations have been shown to increase job satisfaction, reduce absenteeism and improve performance.

After the leadership function, high competence will give birth to a high form of work ethic which in turn will have an impact on increasing personnel performance. Bureaucrats as one of the elements of the nation's competitive power, even as the main determinant, must have high competence and performance for the sake of achieving goals, not only professionalism and image development of public services, but also as a unifying glue for the nation.

The survival of a government agency is highly dependent on the performance of its apparatus in carrying out the work. The apparatus is a very important element that must

receive attention. Achieving the goals of government agencies is less effective if many apparatus do not perform and this will lead to low performance (Sedarmayanti, 2009).

Improved personnel performance should improve better. To find this out, of course, requires more in-depth research. This condition can occur because it cannot be separated from the role of the leader who must be able to motivate and improve the discipline of his subordinates. This is in accordance with the assumption that the decline in personnel performance is inseparable from the weak role and function of the leadership in carrying out the leadership aspects of their subordinates. Based on this understanding, commitment is a work-binding factor, which is a force that can force workers or personnel to comply with agreed-upon work regulations and procedures that have been determined by the authorized institution or authorized official by adhering to these regulations. By adhering to the said regulations, it is hoped that organizational goals can be achieved. Therefore, the performance of an agency's personnel will reflect the level of leadership ability, competence and commitment of the agency's personnel in carrying out their duties and functions as the head of the West Java Regional Police.

Taking into account the conditions mentioned above, there are problems that need to be studied more deeply and in detail, namely: Leadership Functions, Motivation, Discipline, Work Ethic and Performance of the West Java Regional Police Chief. Based on this background description, the authors are interested in conducting a research entitled: "The Influence of Leadership Functions, Motivation and Competence on Work Ethic and Its Implications on the Performance of the Sector Police Head in the West Java Regional Police.

LITERATURE REVIEW

Organizational Behavior Theory

There are several definitions put forward by experts on the definition of organizational behavior, as among them according to: RobbinsSP (2015): Organizational Behavior (OB) is the systematic study of the actions and attitudes that people exhibit within the organization. So what is meant by behavior in organizational behavior is human behavior or actions, human attitudes that can be measured or observed. Based on this definition, it appears that the main study objects of organizational behavior are individuals, groups, and structures.

Furthermore, it is also discussed about the application of science to understand what is obtained from the behavior of these three things, which aims to make the organization run more effectively. In essence, organizational behavior is related to the study of what individuals do in an organization and how their behavior affects organizational performance. The implication is that the discussion of organizational behavior will be closely related to the work of individuals, both those who are managers and those who are under them. According to Robbins (2015:12) The discussion of organizational behavior will emphasize behaviors related to "work, work, absenteeism, employee turnover, productivity, human performance, and management". Then it will also relate to the core "motivation, behavior, and strength of leaders,

Leadership Theory

Ann Howard (2010: 57) a President of the Leadership Research Institute and a Senior Consultant from International Development Dimensions argues, a leader must have high involvement. Roles that assist high-involvement leadership are designed for an organization, built for speed, flexibility, quality, and service, which are essential to global competition.

Thoha (2012) suggests that leadership is one of the key factors in organizational life, because an organization will succeed or even fail largely determined by leadership factors. Furthermore (Winardi, 2011) states that a leader is someone who because of his personal

skills with or without official appointments can influence the group he leads to direct joint efforts towards the achievement of certain goals.

Keith Davis (2012: 276), defines leadership in three concepts "Task, Team, and Individual" in an interrelated circle, so that it is a unified concept of ACL (Action-Centered Leadership); and stated "... leadership is about teamwork, creating teams. Teams tend to have leaders, leaders tend to create teams". Adair believes that working groups or teams will make three contributions to meeting shared needs, namely "the need to accomplish a common task, the need to be maintained as a cohesive social unit or team, and the sum of the groups' individual needs"; and identify the following six leadership functions: [1] Planning (seeking all available information; defining groups tasks or goals; making a workable plan); [2] Initiating (briefing the group; allocating tasks; setting groups standards); [3] Controlling (maintaining groups standard; ensuring progress towards objectives; 'prodding' action and decisions); [4] Supporting (*expressing acceptance of individual contributions; encouraging and disciplining; creating team spirit; relieving tension with humor; reconciling disagreements*); [5] Informing (*clarifying task and plan; keeping group informed; receiving information from the group; summarizing ideas and suggestions*); and [6] Evaluating (checking feasibility of ideas; testing consequences; evaluating group performance; helping group to evaluate itself)

Competency Theory

In carrying out their duties, employees in doing something need competence according to their field so that work professionalism is achieved. The existence of the organization is influenced by the ability to adapt to the environment, the ownership of core competencies, the ability to handle diversity and form the organization as a knowing organization (Achmad, S. Ruky. 2010). Knowledge workers will become the main need and mainstay for organizations to face competition and is something that cannot be avoided. Highly competent human resources that are in accordance with the needs of the organization along with the right management skills will be able to produce innovations that have high value for the organization.

Understanding competence (competence) according to Shah (2011:229) is an ability or skill, which is the equivalent of a language derived from English, namely proficiency; This word is often used to mean a high-ranking ability. Another definition of competence comes from the Latin word *competentia* which means conformity. The word competence is often used to reflect a person's ability in certain areas or certain skills such as: verbal communication, presentation skills, technical knowledge, stress control, planning skills and decision making skills.

Work Ethic Theory

Carrying out tasks, or work, as well as possible is the desire of all parties, both management and employees, or members of the organization. Apart from being an obligation, work is everyone's dream. Work for some people is mainly to fulfill the needs of life, for others, work can make them have self-esteem, develop personality, fulfill their needs and work and actualize their abilities so that they can be enjoyed by many people. Work, besides producing something, is also a vehicle for self-expression. In order for these goals to be achieved, self-equipment is needed so that all obstacles and obstacles encountered in the work process can be overcome while at the same time increasing the potential of the individual himself.

Employee Performance Theory

There are various opinions about performance, including according to Idris (2013)

saying that performance or work performance is the desired result of the actors. Dharma (2013) defines performance as a term of work performance which is the embodiment of work carried out by employees or organizations which are usually used as a basis for evaluating employees or organizations which are usually used as a basis for assessing employees or organizations. Keban (2011) reveals that it must describe the results, not abilities, methods or behavior. Behavioral abilities determine or influence outcomes or levels of achievement, but are not part of those outcomes.

In an effort to improve employee performance, it is necessary to know the factors that significantly affect the success of employees in carrying out their work. Human resources are one of the important capitals that can improve organizational capability (performance) in order to have competitiveness. The contribution of individuals (employees) to an organization can be seen from their behavior and performance, whether they are in accordance with the demands of the tasks set by the organization. The potential of human resources in an organization can be seen from two aspects, namely the number of resources and the quality of resources. The quality of resources concerns physical and non-physical abilities (intelligence and mental), which is called human capital. Jacfitz end *The ROI of Human Capital*, p.xii) quoted in Rucky (2010:11)

The Influence of Leadership on Work Ethic.

Rivai (2011) explains that performance in carrying out its functions does not stand alone, but is related to the work ethic of employees and the level of rewards, influenced by skills, abilities and individual traits. Thus, the leadership function that is carried out effectively will result in an increased employee work ethic.

Robbins (2015) states that the relationship between work ethic and productivity or performance is basically concluded in a statement, namely that a worker who has a high work ethic is a productive worker.

Fawzi (2011) explains that individual performance is influenced by work ethic. Where the work ethic is related to individual factors, namely: (a) personality such as self-actualization, ability to face challenges, ability to face pressure, (b) status and seniority, the higher the hierarchy in the company, the easier the individual is to be excited, (c) compatibility with interests, the more suitable the individual's interests, the higher his work spirit, (d) individual work ethic in his life, namely individuals who have a high ethos towards the elements of his life.

The Influence of Motivation on Work Ethic.

Toto Tasmara (2011) states that a person's motivation is a driving force to improve the work ethic of employees in an organization. Thus, high motivation will be able to produce an improving employee work ethic.

Rivai, (2011), explains that the low motivation of employees in the company can lead to a decrease in the work ethic of employees, which in turn will reduce the performance of employees. Thus, decreased employee motivation will reduce employee work ethic, which in turn will reduce employee performance.

Meanwhile, according to Robert L. Mathis (2017), low motivation and efforts to increase motivation should be more directed at their behavior and not on employee activities. This is due to reasons to encourage employees to carry out their duties and responsibilities. According to Oatloff in Truckenbordt (2009) states that the strength and weakness of employee commitment in the organization can be seen from employee performance, and the high and low levels of employee turnover, as well as high and low levels of employee absenteeism.

According to Djati and Khusaini (2008) that with high organizational commitment,

employees have a desire to maintain their membership in the organization and are willing to make high efforts to achieve organizational goals.

The elaboration of this concept includes employee willingness, employee loyalty and employee pride in the organization, while employee performance is seen from employee competence at work. Performance is closely related to goals, as a result of one's work behavior (Davis, 2012).

The Influence of Competence on Work Ethic

According to Rivai (2011) states: work ethic as a characteristic that must be possessed by workers to be able to produce maximum work that must be possessed by workers to be able to produce maximum work consisting of interpersonal competence, initiative, and reliability. According to Rosmiani (2006), work ethic is related to mental attitude, determination, discipline and work spirit, in which this attitude is shaped by a system of cultural values orientation, which partly comes from religion or belief systems or traditional theological understanding. Meanwhile, Anoraga (2014) stated that the work ethic is a view and attitude of a nation or a people towards work. If the views and attitudes see work as a noble thing for human existence, the work ethic will be high,

According to Sinamo (2014) suggests that human resources who have a high work ethic will only be achieved by human resources who have high competence. Thus, competence and work ethic have a very close relationship.

The Effect of Work Ethic on Performance

Work ethic will be the key in the successful performance of an organization or institution, the indicators can be seen in the form of display of behavior and work culture of its members or citizens. Work ethic has a very important role considering that human resources are a very important asset in an institution and are the most important (primary) asset to be developed. Meanwhile, other assets are secondary.

According to JH Sinamo, (2014) explains work ethic is the most primary element of success. Like a tree, work ethic is the root, knowledge is the trunk, organizational skills are the leaves and branches, while money and material goods are the fruit. However, if an institution wants an optimal success, it is not enough only with a work ethic. In addition to work ethic, for success or the success of an institution, it must also develop organizational knowledge and skills proportionally

Rivai, (2011). Work ethic behavior is characterized by agility in using opportunities that arise, full of energy, belief in one's own strength and willingness to look far into the future. According to Harvey and Brown in Rokhman Jr., (2011). Saying that in the era of globalization the use of human resources as basic capital must be followed by the development and renewal of the capabilities and expertise possessed so that every member of the organization is able to respond and be sensitive to the direction of organizational change. HR who have a high work ethic are more sensitive to changes that occur quickly and are able to use all his capacity to be able to respond to these changes.

Employee performance is strongly influenced by the work ethic of employees in carrying out the work they carry out. This is in accordance with the results of research conducted by Handoko (2012) which states "Employees who have a work ethic usually have better performance than employees who do not have a work ethic".

Meanwhile, Organ (2006) in his research states "Work ethic affects performance with the assumption that employees will provide the best for the organization if they also get the best from the organization where they work".

The results of research conducted by Surya and Haedar (2008) Employee performance will increase if the employee's work ethic increases.

Some of the results of the research mentioned above, can explain that work ethic has a direct effect on improving performance. Employee performance will increase if the employee's work ethic increases.

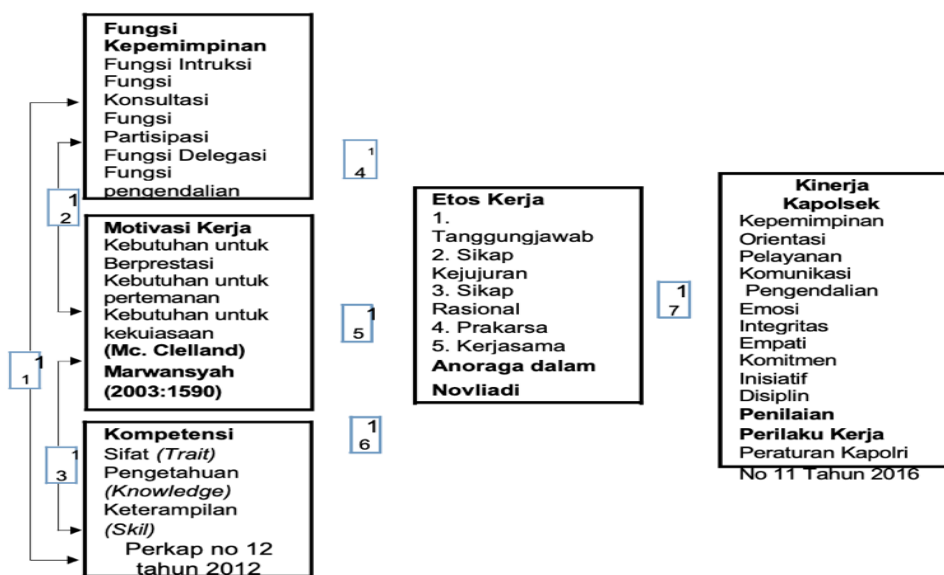


Figure 1. Research Paradigm

Research Hypothesis

- 1) There is a significant influence of the Leadership Function on work ethic
- 2) There is a significant influence of work motivation on work ethic
- 3) There is a significant influence of competence on work ethic
- 4) There is a significant influence of leadership function, work motivation and competence simultaneously on work ethic
- 5) There is a significant influence of work ethic on the performance of the police chief

RESEARCH METHODS

The research method used is *descriptive survey* and explanatory survey method. The unit of analysis is the personnel of the Rural Sector Police for the West Java region. The research time was carried out approximately within 9 (nine) months covering the search for materials, preparation and implementation of the research proposal seminar, with the research location being the Rural Police Chief in the West Java Region.

Sources of data in this study are primary and secondary sources. In addition, to describe this research, secondary data is also obtained by citing notes, documentation or reports relating to the object under study. The data was taken from a questionnaire addressed to the Head of the Rural Police in the West Java Region who was selected as the research sample. The sampling technique used is the Proportional Stratified Random Sampling technique. In this study, the population consisted of all rural police chiefs spread across West Java as many as 236 police chiefs.

The analysis carried out is to see the partial or simultaneous influence of the variables of Leadership Function, work motivation and competence on work ethic and implications for the performance of the Rural Police Chief in the West Java Region, using Path Analysis.

RESULTS AND DISCUSSION

Based on the results of calculations using the SPSS version 19 program, the path coefficients are obtained as described in the table below:

Table 1. Path Coefficient Value

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-10,163	3.8236		-2,639	0.011
	Leadership Function	,510	0.057	,577	8,891	,000
	Motivation	,395	,107	,303	3,694	,001
	Competence	,367	,102	,293	3,583	,001

a. Dependent Variable: Police Chief Work Ethic

Based on the table above, the path coefficient between the research variables can be seen in the table as follows:

Table 2. Path Calculation Results

Variable	Path Coefficient
Leadership Function (x1)	0.577
Motivation (x2)	0.303
Competence (x3)	0.293

Source: Statistical calculation results

The table above describes the results of the path calculation, that the variable x₁ has a path coefficient of 0.577, Variable x₂ has a path coefficient of 0.303 and variable x₃ has a path coefficient of 0.293.

The results of the path analysis of the variables of Leadership Function, Motivation and Competence towards the work ethic of the police chief can be explained in the image below:

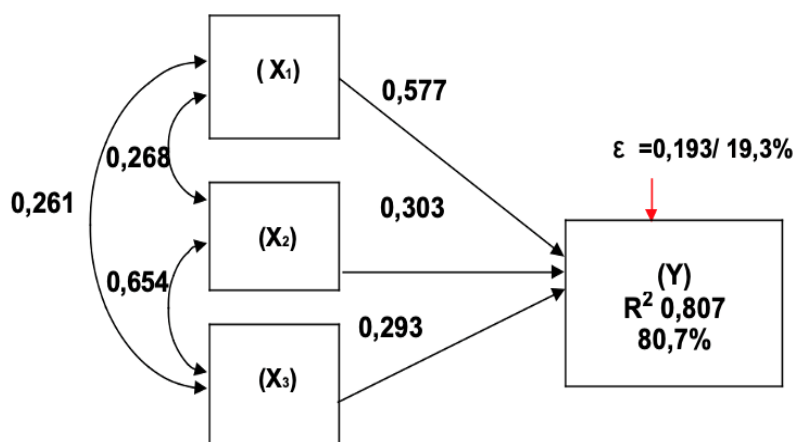


Figure 2. The influence of the variables of leadership function, motivation and competence on the work ethic of the police chief

The Influence of the Leadership Function, Motivation and Competence Variables on the Work Ethic of the Head of Police

Based on the picture above, the path equation is obtained as follows;

$$Y = 0.577 x_1 + 0.303 x_2 + 0.293 x_3 + \epsilon$$

Where :

- Y = The performance of the police chief
- x₁ = Leadership Function
- x₂ = Motivation

x3 = Competence

The magnitude of the influence of each independent variable on the dependent variable both direct effect and indirect effect can be seen in the following table:

Table 3. Calculation of direct influence and indirect effect Independent variable to dependent variable

Variable	Direct Influence		
Leadership Function	$(0.577 \times 0.577) \times 100\% = 33.29\%$		
Motivation	$(0.303 \times 0.303) \times 100\% = 9.18\%$		
Competence	$(0.293 \times 0.293) \times 100\% = 8.58\%$		
Variable	Indirect Influence		
	Function Leadership	Motivation	x3
Function	-	$(0.577 \times 0.303 \times 0.268) \times 100$	$(0.577 \times 0.293 \times 0.261) \times 100\%$
Leadership	$(0.577 \times 0.303 \times 0.268) \times 10$	%	$(0.303 \times 0.293 \times 0.645) \times 100\%$
Motivation	0%	-	$(0.303 \times 0.293 \times 0.645) \times 100\%$
Competence	$(0.577 \times 0.293 \times 0.261) \times 10$	$(0.303 \times 0.293 \times 0.645) \times 100$	-
	0%	%	

Table 4. Recapitulation Direct influence and indirect influence Independent variable to dependent variable

Variable	Influence Direct	Indirect Influence				Total Influence
		x1	x2	x3	Total	
Function	33.29%		4.69%	4.41%	9.10%	42.39%
Leadership						
Motivation	9.18%	4.69%		5.73%	10.41%	19.59%
Competence	8.58%	4.41%	5.73%		10.14%	18.72%
Total Effect of x To Y						80.71%

Source: Calculation results

Based on the table above, it can be seen that the Leadership Function variable (x1) has a direct effect of 33.2%, an indirect effect through its relationship with motivation (x2) of 4.69%, and indirect influence through competence (x3) of 4.02% So the total effect is 42.39%. Motivation Variable (x2) has a direct influence of 9.18%, an indirect effect through its relationship with the Leadership Function (x1) of 4.69% and the indirect effect is through the Competence Variable (x3) of 5.73%, so the total effect is 19.59%. Competency Variable (x3) has a direct effect of 8.58%, while the indirect effect is through its relationship with the Leadership Function (x1) of 4.41% and indirect influence through motivation (x2) of 5.73%, so the total effect is 18.72%. The results of the calculation of the coefficient of determination (R squared) expressed in percentages describe the magnitude of the contribution of all independent variables, namely the Leadership Function (x1), Motivation (x2) and Competence

(x₃) in determining the variation of the Kapolsek work ethic (Y) is 80.71%. Meanwhile, other factors that were not examined and also influenced the work ethic of the police chief were shown by the value of $P_{y\epsilon} = 0.193$ or 19.3%.

The effect of the intervening variable (y) on the dependent variable (z)

ResultsPath analysis of the work ethic variable on the performance of the police chiefk can be explained in the image below:

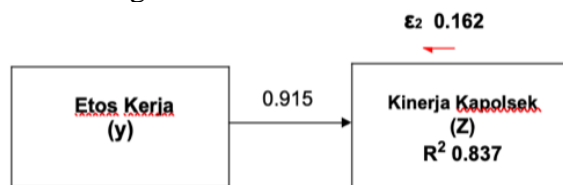


Figure 3. The Influence of Work Ethic Variables on the Performance of the Police Chief

Based on the picture above, the path equation is obtained as follows;

$$z = 0.915 y + \epsilon_2$$

Where :

y = Work Ethic

z = Police Chief Performance

The result of the calculation of the coefficient of determination (R squared) which expressed as a percentage describing the contribution of work ethic (Y) to the performance of the police chief of 83.7%. While other factors that are not examined and also influence employee performance are shown by the $P_{y\epsilon}$ value = 0.162 or 16.2%.

Discussion

Based on the results of data processing from the Influence of the Leadership Function, Motivation and Competence on Work Ethic and Its Implications on the Performance of the Rural Police Chief in the West Java Region, the following is a discussion of the results of the study:

Description of the leadership function of the Rural-Type Police Chief in the West Java Region

Based on the recapitulation table of respondents' answers about the leadership function, it appears that the Leadership Function at the Rural Police Head in the West Java Region is in the fairly good to good category. Dimensions of the Instruction Function on average show a fairly good condition. Conditions are quite good, namely in the leadership aspect in providing motivation to their subordinates as well as in the aspect of providing solutions in solving problems that arise. Meanwhile, in the aspect of receiving suggestions and ideas from subordinates, they are in good condition.

Dimensions of Participation Function on average show good condition. The good condition is in the aspect of building the level of participation of subordinates in decision making. Meanwhile, the aspects of fostering togetherness and the level of leadership participation in activities carried out by subordinates are in quite good condition.

Dimensions of the Delegation Function on average show a fairly good condition. Conditions are quite good, namely in the aspect of delegation of authority in decision making, delegation of authority in terms of work, and openness of leadership to subordinates. Meanwhile, in the aspect of directing the subordinates, they are in good condition. Dimensions of the Control Function on average show a fairly good condition, both in the aspect of coordination with subordinates as well as in the aspect of supervising and assessing

their subordinates. The aspect of coordination with subordinates shows the lowest average value of 2,992.

An Overview of Motivation at the Rural-Type Police Head in the West Java Region

Based on the recapitulation table of respondents' answers about motivation, it appears that the work motivation of the Rural Police Chief in the West Java Region is in the fairly good category. The Dimension of Achievement Needs on average shows a fairly good condition. The condition is quite good, namely in terms of the need for support from colleagues, attention to the interests of others, happy to collaborate, happy to coordinate with other parts in carrying out work, and willing to be cooperative with other parties. Meanwhile, aspects that show good conditions in the aspect of needs will build communication relationships with other parties.

Dimensions of the need for power on average show a fairly good condition. Conditions are quite good covering all aspects of the dimension of the need for power, namely: in the aspect of the desire to direct others, the desire to be in control of the work, the desire to always want the best, and the desire to always want to be the leader or the leader in work.

Description of the Competence of the Rural-Type Police Head in the West Java Region at.

Based on the table of recapitulation of respondents' answers about competence, it appears that the competence of the Rural Police Chief in the West Java Region is in the category of good enough to good. The attitude dimension on average shows a fairly good condition. The condition is quite good, namely in the aspect of directing behavior, as well as a reactive attitude towards an event. Meanwhile, in the aspect of thinking maturity, self-discipline and self-attitude characteristics are already in good condition. The knowledge dimension on average shows good condition. Good conditions are in the aspect of thinking maturity, believing in yourself, maintaining effectiveness in various situations, and having comprehensive knowledge. Meanwhile, in terms of specific abilities, it is in a fairly good condition. Dimensions of expertise on average indicate a fairly good condition. Conditions are quite good, namely in the aspect of delegation of authority in decision making, delegation of authority in terms of work, and openness of leadership to subordinates. Meanwhile, in the aspect of directing the subordinates, they are in good condition.

An Overview of the Rural Type of Police Chief Work Ethic in the West Java Region

Based on the table recapitulation of respondents' answers about work ethic, it appears that the work ethic of the Rural Police Chief in the West Java Region is in the category of good enough to good. The dimension of responsibility on average shows good condition. The good condition is in the aspect of upholding the values of honesty, while in the aspect of being honest and showing the condition is quite good. The rational dimension on average shows a fairly good condition, both in terms of carrying out tasks according to authority, team work and acting rationally in making decisions related to work. The initiative dimension on average shows a fairly good condition, both in the aspect of initiative in carrying out tasks without having to wait for orders, having high initiative in handling special problems, and the ability to develop innovation. The dimensions of cooperation on average show a fairly good condition. The aspect of the ability to cooperate with colleagues, the ability to build a network, while the aspect of the ability to cooperate with other parties shows good conditions.

Overview of the Performance of the Rural-Type Police Chief in the West Java Region

Based on the table of recapitulation of respondents' answers about competence, it

appears that the performance of the Rural Police Chief in the West Java Region is in the category of good enough to good. The lowest average answer is about Participating in Disseminating the rules to subordinates and the second lowest average answer is about Having a vision to provide services.

Influence of leadership function on work ethic.

Based on the results of data processing, leadership has the greatest influence on work ethic. Leadership Function (x_1) has a direct effect of 33.2%, an indirect effect through its relationship with motivation (x_2) of 4.69%, and indirect influence through competence (x_3) of 4.02% So the total effect is 42.39%.

The results of this study indicate that the good or bad or the high and low work ethic of the police chief is very dependent on the leadership function. The better the leadership function, the police chief's work ethic will increase, and vice versa, if the leadership function does not work properly it will have a bad impact on work ethic. The results of this study prove that the police chiefs need leadership figures who can give clear instructions, leaders who always participate in every activity, leaders who always provide motivation and leaders who can delegate to their subordinates, Thus the Kapolsek will be triggered by high enthusiasm and motivation at work and will have a significant impact on improving the performance of the Kapolsek of the Rural Type of Police in the West Java Region. According to Gibb (in Salusu, 2002:203) that "in leading a group, followers who all have diverse interests and aspirations are needed leaders who display the personality of the leader". So it takes an attitude and personality that is used as a guide for units that become subordinates. Meanwhile, the leadership approach using behavior according to Miftah Thoha (2010:45) is a "social learning" approach to leadership. Social learning is a theory that can provide a model that ensures continuity, reciprocal interaction between leaders and their environment and their own behavior. The emphasis of the social learning approach and what it can provide from other approaches lies in the role of leadership behavior, continuity, and reciprocal interactions between all existing variables. The role arises because a leader realizes he is not working alone, the leader has an environment that is needed at any time to interact. and reciprocal interactions between all existing variables. The role arises because a leader realizes he is not working alone, the leader has an environment that is needed at any time to interact. and reciprocal interactions between all existing variables. The role arises because a leader realizes he is not working alone, the leader has an environment that is needed at any time to interact.

The results of this study are in accordance with the opinion of Rivai and Fawzi (2005) which states that the leadership function that is carried out effectively will result in an increased work ethic of employees.

The Influence of Motivation on the Work Ethic of the Chief of Police

Based on the results of data processing, the Motivation Variable (x_2) has a direct influence of 9.18%, an indirect effect through its relationship with the Leadership Function (x_1) of 4.69% and the indirect effect is through the Competence Variable (x_3) of 5.73%, so the total effect is 19.59%. Motivation contributes significantly to the work ethic of the police chief. This shows that motivation will shape the work ethic of the police chief, the better the culture that develops in the internal environment, the more impact on the behavior pattern of the police chief will optimize the increase in work ethic.

Good or bad Motivation is a reflection of the pattern of leadership. In order to carry out the role and function as a manager, the leader must have the right strategy to empower the Kapolsek personnel through cooperation or cooperation. official activities. The results of this study are in accordance with the opinion of Toto Tasmara (2002: 20-21) which states that a

person's motivation is the driving force for improving the work ethic of employees in an organization. Veithzal Rivai, (2004), explains that the low motivation of employees in the company can lead to a decrease in the work ethic of employees, which in turn will reduce employee performance. Robert L. Mathis (2002:315),

The Influence of Competence on the Work Ethic of the Chief of Police

Based on the results of data processing, Competency Variables (x_3) has a direct effect of 8.58%, while the indirect effect is through its relationship with the Leadership Function (x_1) of 4.41% and indirect influence through motivation (x_2) of 5.73%, so the total effect is 18.72%. This means that the work ethic of the police chief depends on the competence of the police chief himself. The higher the competence, the work ethic will increase. Competence is a personal value, which often refers to loyalty to the organization or commitment to the organization. The concept of commitment emerged from studies that explored the relationship between members and organizations.

The results of this study are in accordance with Petty's opinion in Rivai (2010) which states: work ethic as a characteristic that must be possessed by workers to be able to produce maximum work that must be possessed by workers to be able to produce maximum work consisting of interpersonal competence, initiative, and reliability. Sinamo (2002) suggests that HR with a high work ethic will only be achieved by HR with high competence.

The Influence of Leadership Functions, Motivation and Competence on the Work Ethic of the Head of the Sector Police of the Rural Type in the West Java Region

The results of the calculation of the coefficient of determination (R squared) expressed in percentages describe the magnitude of the contribution of all independent variables, namely the Leadership Function (X_1), Motivation (X_2) and Competence (X_3) in determining the variation of the police chief's work ethic (Y) is 80.71%. Meanwhile, other factors that were not investigated and also influenced the work ethic of the police chief were shown by the value of $P_{y\epsilon} = 0.193$ or 19.3%. is another unexamined variable that affects work ethic.

The Influence of Work Ethic on the Performance of Rural-Type Police Heads in the West Java Region

The results of the study show that work ethic has a major effect on the performance of the police chief. To achieve a synergistic relationship, the police chief must be able to pay attention to the performance patterns of his personnel. Police personnel who are qualified and can produce high performance are personnel needed by an organization. A very vital role in realizing the performance of a police officer is himself. How he has a high spirit and work ethic to be able to have a positive influence on his environment. A police chief who has noble thoughts about his work can work sincerely.

The results of this study are in accordance with the opinion. This is in accordance with the results of research conducted by Handoko (2000) which states "Employees who have a work ethic usually have better performance than employees who do not have a work ethic". Organ (2002) in his research states "Work ethic affects performance with the assumption that employees will provide the best for the organization if they also get the best from the organization where they work". The results of research conducted by Surya and Haedar (2005) Employee performance will increase if the employee's work ethic increases.

CONCLUSIONS

The influence of motivation on the work ethic of the rural police chiefs in West Java has the largest influence, which is the second largest after the leadership function. Experts

agree with the research findings, stating that there is a significant influence of motivation on work ethic.

The influence of competence on the work ethic of the rural police chiefs in West Java has the smallest effect. Experts agree with the research findings, stating that there is a significant influence of competence on work ethic.

There is a positive and significant influence simultaneously on the variables of leadership function, motivation and competence on the work ethic of the Rural Police Heads in West Java. Expert Judgment agree with the findings of the researcher, stating that there is a significant influence of the function of leadership, motivation and competence on work ethic.

There is a positive and significant effect simultaneously on the work ethic variable on the work ethic of the Rural Police Chief in West Java. Thus this research model proves that the work ethic variable is feasible as an intervening variable. Experts agree with the results of the research findings, stating that there is a significant effect of work ethic on performance.

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