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## The Influence of Leadership Managerial Abilities and Organizational Climate on Personnel Performance in The Identification and Socialization Unit of The Special Detachment 88 Anti-Terrorism Police of The Republic of Indonesia

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**Abstract:** The aim of the research is to describe and analyze the influence of the managerial abilities of leaders which have a significant influence on personnel performance, to find out the influence of organizational climate which has a significant influence on personnel performance and the influence of the managerial abilities of leaders and organizational climate. simultaneously affect performance personnel. The calculated t value for variable X<sub>1</sub> (leadership managerial ability) is 6.196 while the t table value for n = 62 is 1.998. So, calculated t > t table or 6.196 > 1.998, it can be concluded that partially the variable Leadership managerial ability has an effect on employee work effectiveness, the calculated t value of variable X<sub>2</sub> (organizational climate) is 8.186, while the t table value for n = 62 is 1.998. So the calculated t > t table or 8.186 > 1.998, it is concluded that the organizational climate partially influences the effectiveness of employee work. Thus, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, and it is concluded that there is a positive and significant influence between the variable X<sub>2</sub> and the variable Y, the calculated F value is 131.225 which is greater than the F table of 2.75 with a significant level of 0.000 because 0.000 < 0.05, it can be said that the variable of the managerial ability of the leader (X<sub>1</sub>) and the variable of the organizational climate (X<sub>2</sub>) together influence the performance of personnel (Y).

**Keyword:** Managerial ability of leaders, organizational climate, personnel performance.

### INTRODUCTION

The Indonesian National Police's Special Detachment 88 Anti-Terrorism Unit is an elite unit with a strategic mandate to address the increasingly complex, dynamic, and adaptive threat of terrorism. As part of the National Police's frontline structure, Densus 88 is required to possess high levels of professionalism, discipline, accurate intelligence information, and

physical and mental readiness to carry out every mission. In a highly stressful organization like this, operational success depends not only on tactics and technology but also on the quality of leadership and the organizational climate created within the unit. These two factors are key determinants in shaping personnel performance, particularly in units that require high-level precision and intelligence analysis, such as the Identification and Socialization Unit.

A leader's managerial skills are a fundamental factor in directing personnel, developing strategies, conducting evaluations, providing role models, and creating operational synergy. In identification and socialization activities, leaders are required to be able to carry out planning, organizing, actuating, and controlling functions appropriately. In addition to managerial skills, organizational climate is another important factor influencing personnel motivation, commitment, and performance. Organizational climate encompasses the work atmosphere, relationships between members, communication patterns, a sense of security, leadership support, and clarity of work procedures. In elite units like Densus 88, organizational climate has a significant psychological impact. Personnel working under pressure and threats require moral support, clear command, a harmonious work environment, and a transparent communication system. However, emerging phenomena indicate a shift in personnel perceptions of the internal work climate, particularly regarding leadership support, inter-team coordination, and the level of psychological comfort while carrying out tasks.

In the context of Densus 88, which is tasked with facing dangerous and unforeseen threats, even the slightest decline in performance can have a significant impact on personnel safety, operational success, and national security. This condition makes research on the influence of leadership managerial skills and organizational climate on personnel performance an urgent need. This research is expected to provide an empirical understanding of the internal factors that determine the success of the Densus 88 AT Identification and Socialization Unit, and can be used as a basis for improving management policies, increasing leadership competency, improving organizational climate, and strengthening personnel performance on an ongoing basis.

Based on the background description and the previous quantitative phenomena, several problems can be identified that form the basis for this research. The increase in the number of identification operations and the intensity of socialization activities in the past three years is not in line with the internal conditions of the organization, where personnel perceptions of the leadership's managerial capabilities have decreased significantly. Indications of weakening managerial function are evident in the reduced level of clarity of instructions, suboptimal coordination, and the unequal distribution of tasks and responsibilities. This situation reflects that the leadership's ability to mobilize, direct, and evaluate personnel is not functioning optimally.

At the same time, the performance of personnel in the Identification and Socialization Unit has shown a downward trend, as evidenced by the decline in the performance index over the past three years. This condition is suspected to be influenced by the weakening managerial capabilities of leaders and an increasingly unfavorable organizational climate. This decline in performance is evident in aspects such as the accuracy of threat identification, the effectiveness of socialization, rapid analytical skills, and personnel responsiveness in dealing with tactical situations. Therefore, there is a strong suspicion that the managerial capabilities of leaders and the organizational climate are important factors influencing the performance of personnel in this unit.

## **METHOD**

### **Types of research**

This research uses a quantitative approach with type Explanatory research. A quantitative approach was used because this study focuses on hypothesis testing through statistical analysis of numerical data obtained from a questionnaire instrument. This method allows researchers to

measure research variables objectively and in a structured manner so that the results of the study can be generalized. This type of explanatory research was chosen because this study aims to explain the causal relationship between independent variables, namely the managerial ability of leaders and organizational climate, on the dependent variable, namely personnel performance. Explanatory research provides a scientific explanation of how much influence the two independent variables have, either partially or simultaneously, in determining the increase or decrease in the performance of personnel of the Densus 88 Anti-Terror Identification and Socialization Unit.

### **Sample population**

The population in this study was all personnel assigned to the Identification and Socialization Unit of the Indonesian National Police's Special Detachment 88 Anti-Terrorism Unit. Based on internal data, the number of personnel in this unit is  $N = 165$ . The Slovin formula was used to determine the sample for this study. This calculation yielded a total of 62 individuals. Therefore, the sample size for this study was 62 personnel from the Special Detachment 88 Anti-Terrorism Unit of the Indonesian National Police.

### **Method of collecting data**

According to Sugiyono (2018), data collection techniques are the most strategic step in research, because the main goal of research is to obtain data. According to Hamidi (2021), data collection techniques are the way researchers obtain or collect data. A researcher is required to carry out data collection activities.

To support theoretical or conceptual ideas regarding the variables or conceptual regarding the variables of this research, the author uses library research techniques, which in this case are supported by data collection tools through textbooks or literature which are used as study material in this research.

Meanwhile, observation, namely data collection carried out by the author in the form of direct observation of the object being studied, namely the Influence of Leadership Managerial Ability and Organizational Climate on the Performance of Identification and Socialization Personnel of the Special Detachment 88 Anti-Terror of the Republic of Indonesia Police:

#### **1. Questionnaire**

Questionnaires were given to respondents to determine the influence of the Managerial Ability of Leaders ( $X_1$ ), Organizational Climate ( $X_2$ ), and Personnel Performance ( $Y$ ). Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree     Score 5
- b) Agree                Score 4
- c) Quite Agree        Score 3
- d) Disagree            Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

#### **2. Research Instruments**

Instrument research on the variable of Leadership Managerial Ability ( $X_1$ ), Organizational Climate ( $X_2$ ), and Personnel Performance ( $Y$ ) in the form of a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS),

Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

### Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

### Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the  $r_{\text{result}}$  is  $> r_{\text{table}}$ , then the item or variable is valid.
- b) If the r value is negative and  $r_{\text{result}} < r_{\text{table}}$  Or r result is negative  $> r_{\text{table}}$  then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results ( $r_{xy}$ ) is greater than the table r value (5%).

### Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r alpha value is positive and r alpha  $> r_{\text{table}}$ , then the item or variable is reliable.
- b) If the r alpha value is negative and r alpha  $< r_{\text{table}}$  or r alpha is negative  $> r_{\text{table}}$ , then the item or variable is not reliable.

### Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables ( $X_1$  and  $X_2$ ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

### Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small  $r^2$  value means that the ability of the independent variables to explain the variable's variation is very limited. If the

value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables “X<sub>1</sub>” and “X<sub>2</sub>” with the variable “Y” can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

**Information:**

Kd = Value of coefficient of determination

r = Correlation coefficient value

**Hypothesis**

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

a. t-test

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:

1) H<sub>0</sub> is accepted if t<sub>count</sub> < t<sub>table</sub>.

2) H<sub>0</sub> is rejected if t<sub>count</sub> > t<sub>table</sub>.

b. F test

The F test statistic is used to determine simultaneously (multiple) the influence between the Managerial Ability of Leaders (X<sub>1</sub>), Organizational Climate (X<sub>2</sub>), and Personnel Performance (Y), with the test results being:

1) H<sub>0</sub> is accepted if F<sub>count</sub> < F<sub>table</sub>.

2) H<sub>0</sub> is rejected if F<sub>count</sub> > F<sub>table</sub>.

**RESULTS AND DISCUSSION**

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that researchers have conducted, becomes the average value of the Managerial Ability of Leaders (X<sub>1</sub>), Organizational Climate (X<sub>2</sub>), and Personnel Performance (Y) and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, to determine whether each studied variable has a positive or negative influence on personnel performance. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

**a. Multiple Linear Regression Test**

**Table 1. Results of the Regression Equation Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.220	1.886		1.708	.093
	Supervision	.407	.052	.440	7.758	.000
	Work discipline	.600	.058	.582	10.258	.000

a. Dependent Variable: Service Quality

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 3.220 + 0.407.X_1 + 0.600.X_2$$

- 1) The intercept constant value is 6.988 states that if the variable of managerial ability of the leader (X<sub>1</sub>), the variable of organizational climate (X<sub>2</sub>) increases by 1 unit, then the variable of personnel performance (Y) will increase by 6,980.
- 2) The regression coefficient value of the variable of managerial ability of leaders (X<sub>1</sub>) against the variable of personnel performance (Y) is 0.370. This means that if the variable of managerial ability of leaders (X<sub>1</sub>) increases by 1 unit, it will increase the variable of personnel performance (Y) by 0.370, assuming the variable of managerial ability of leaders (X<sub>1</sub>) is considered constant.
- 3) The regression coefficient value of the Organizational Climate variable (X<sub>2</sub>) against the Personnel Performance variable (Y) is 0.580. This means that if the Organizational Climate variable (X<sub>2</sub>) increases by 1 unit, it will increase the Personnel Performance variable ( Y) by 0.580 , assuming the Organizational Climate variable (X<sub>2</sub>) is considered constant.

**b. Coefficient of Determination**

The result of the R Square value is 0.816. This shows that 81.6 % of the managerial ability of the leader and organizational climate simultaneously (together) influence personnel performance, while the remaining 18.4 % is influenced by other factors that were not examined in this study.

**c. Hypothesis Testing**

**1) t test**

- a) The influence of managerial ability of leaders (X<sub>1</sub>) on personnel performance (Y). The coefficients table above, the calculated t value for variable X<sub>1</sub> (Leadership Managerial Ability) is 6.196 while the t table value for n = 62 is 1.998. So, calculated t > t table or 6.196 > 1.998, it can be concluded that partially the variable Leadership Managerial Ability has an effect on employee work effectiveness. Probability value (significance) = 0.000.
- b) The Influence of Organizational Climate (X<sub>2</sub>) on Personnel performance (Y) The coefficients table above, the calculated t value for variable X<sub>2</sub> (Work Ethic) is 8.186, while the t table value for n = 62 is 1.998. So the calculated t value is greater than the t table value, or 8.186 > 1.998, it can be concluded that the Organizational Climate variable partially influences Employee Work Effectiveness. The probability value (significance) = 0.000. So the probability of 0.000 is below 0.05. Thus, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted.

## 2) F test

From the results of the table above, namely the ANOVA test or  $F_{\text{test}}$  or  $F_{\text{count}}$ , the value obtained is 283,415, which is greater than the  $F_{\text{table}}$  of 2.74 with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that the Supervision variable ( $X_1$ ) and the Work Discipline variable ( $X_2$ ) together have an effect on the Employee Work Effectiveness variable (Y).

## CONCLUSION

1. The results of the partial test (t-test) show that the managerial ability of leaders has a positive and significant influence on the performance of Densus 88 AT Polri personnel. The calculated  $t_{\text{value}}$  is  $6.196 > t_{\text{table}} 1.998$  and the significance value is  $0.000 < 0.05$ , which means  $H_0$  is rejected and  $H_a$  is accepted.
2. The analysis results show that organizational climate also has a positive and significant influence on personnel performance. The calculated  $t_{\text{value}}$  is  $8.186 > t_{\text{table}} 1.998$ , and the significance value is  $0.000 < 0.05$ . These findings indicate that a conducive work atmosphere, leadership support, clear task structure, harmonious interpersonal relationships, a sense of psychological security, and a solid organizational culture greatly influence the improvement of Densus 88 personnel's operational performance.
3. There is an influence managerial ability of leaders and organizational climate variables jointly influence personnel performance variables, as proven by the value The calculated  $F_{\text{value}}$  is 131.225, which is greater than the  $F_{\text{table}}$  of 2.75 with a significance level of 0.000 because  $0.000 < 0.05$ , so it can be said that the variable of the leader's managerial ability ( $X_1$ ) and the variable of the organizational climate ( $X_2$ ) together have an effect on the variable of personnel performance (Y).

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