

The Influence of Leadership and Motivation on Performance in High-Discipline Organizations: A Study of Brimob Personnel

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ABSTRACT

Purpose: This study examines the effects of leadership and work motivation on personnel performance in a paramilitary institution, specifically Batalyon B Pelopor Brimob Parepare, and hypothesizes that both variables significantly influence performance, with motivation as the dominant factor.

Research Method: A quantitative correlational design was applied using a census sample of 39 personnel in Parepare, Indonesia. Data were collected through structured questionnaires and analyzed using multiple linear regression to test both partial and simultaneous effects of leadership and motivation on performance.

Results and Discussion: The findings indicate that leadership and work motivation both have positive and significant effects on personnel performance, individually and jointly. Motivation has a stronger influence than leadership. The regression model explains 93.3% of the variance in performance, indicating strong explanatory power. These results confirm the critical role of motivational factors in high-risk, structured organizational settings.

Implications: The study highlights the importance of integrating effective leadership practices with robust motivational strategies to enhance performance in paramilitary organizations. It contributes to extending leadership–motivation–performance frameworks into underexplored contexts and recommends future research with larger samples and comparative institutional settings.

Keywords: leadership; work motivation; personnel performance; organizational performance.

Introduction

Human resource management (HRM) is widely recognized as a foundational determinant of organizational performance, particularly in structured and disciplined institutional environments (Banu *et al.*, 2025). Employee performance is the foundation of organizational success, and organizations can achieve their strategic objectives only when employees perform optimally. In this regard, HRM practices such as training, disciplinary enforcement, and performance management systems play a crucial role in shaping the quality of output, especially in structured institutions where operational precision and accountability are essential (Parayitam *et al.*, 2025). Effective HRM further includes the institutionalization of reward systems, ethical standards, and adaptive performance frameworks to ensure sustained productivity and organizational resilience. These dynamics are particularly relevant in



high-risk, hierarchical organizations such as paramilitary units, where human resource effectiveness directly influences operational readiness and institutional success.

Leadership and motivation emerge as two of the most critical determinants within the HRM framework. Leadership style has consistently been shown to have a significant positive influence on employee performance across various organizational contexts (Al Balushi & Jamaludin, 2025). Empirical evidence demonstrates that effective leadership enhances coordination, direction, and behavioral alignment, leading to improved employee outcomes (Vasudevan *et al.*, 2025). Similarly, motivation is a pivotal psychological driver of performance; increased motivation leads to measurable improvements in employee output and work quality. Transformational leadership, in particular, has been widely recognized for its ability to inspire employees, foster intrinsic motivation, and enhance engagement, while transactional leadership contributes through structured reward systems and trust-building mechanisms (Iddrisu & Mohammed, 2025; Lestariningsih *et al.*, 2025). Moreover, leadership influences performance not only directly but also indirectly through mechanisms such as organizational citizenship behavior (OCB), whereby effective leadership strengthens employees' discretionary contributions, ultimately improving performance outcomes (Darni, 2023).

Despite the theoretical clarity regarding the importance of leadership and motivation, many organizations continue to face persistent performance challenges. In paramilitary and correctional institutions, declining discipline, reduced responsibility, absenteeism, and low initiative are commonly observed issues that signal deeper organizational problems (Islam *et al.*, 2024). These challenges are often linked to inadequate compensation systems, weak HRM policies, limited development opportunities, and leadership styles that fail to sustain motivation across organizational levels (Philip & Arrowsmith, 2021). The absence of effective performance feedback mechanisms further exacerbates these issues by creating communication gaps between leaders and subordinates, ultimately contributing to a decline in performance (Gunada *et al.*, 2024). Additionally, exposure to high-risk operational environments can lead to employee exhaustion, which in turn increases the likelihood of counterproductive work behavior, thereby undermining overall performance (Roodbari *et al.*, 2025). Work discipline, leadership style, and training have also been empirically shown to directly influence employee performance in structured institutional settings, reinforcing the complexity of performance determinants in such environments (Philip & Arrowsmith, 2021).

A substantial body of empirical research has examined the relationship between leadership, motivation, and employee performance, consistently identifying these variables as foundational determinants. Leadership style has been shown to have a positive and significant effect on employee performance, with the quality of leadership directly shaping output levels and organizational outcomes (Aldossari & Alanizan, 2025). Motivation similarly functions as a central driver of employee behavior, with highly motivated employees demonstrating superior work quality and greater contribution to organizational goals (Aldossari & Alanizan, 2025; Darni, 2023). Importantly, the relationship between leadership and motivation is interactive rather than independent; leadership shapes the motivational climate in which employees operate, while motivation mediates leadership's influence on performance outcomes (H. Liu *et al.*, 2024).

Transformational leadership has received particular attention as a catalyst for performance improvement. It enhances employee performance by fostering intrinsic motivation, strengthening organizational commitment, and encouraging intellectual engagement (Ansong *et al.*, 2021). Empirical studies demonstrate that intrinsic motivation significantly mediates the relationship between transformational leadership and employee performance, highlighting the central role of psychological



mechanisms in translating leadership into performance outcomes. Transactional leadership, while more structured, also contributes positively to performance through reward systems, trust-building, and job satisfaction (Sarkis & Nehme, 2025). In addition, authentic leadership has been shown to positively influence employee performance, particularly when mediated by motivation, emphasizing the importance of leadership authenticity in fostering sustainable performance (Duarte *et al.*, 2021; Srimongkolkul *et al.*, 2025).

Leadership and motivation function as mutually reinforcing determinants rather than as isolated variables (Srimongkolkul *et al.*, 2025). However, some studies highlight important nuances, suggesting that the strength of these relationships may vary with contextual factors. For example, research conducted in post-pandemic contexts found that leadership and motivation did not significantly affect performance due to disruptions in organizational dynamics (Zuhairi *et al.*, 2022). Similarly, other studies suggest that leadership may not always have a direct effect on performance, although motivation remains significant (An *et al.*, 2020). These findings underscore the importance of context in shaping relationships in organizational behavior.

Organizational challenges such as absenteeism, low initiative, and declining productivity are widely understood as manifestations of deficiencies in leadership effectiveness and motivational climate. Employees who lack motivation are less likely to perform effectively, thereby hindering organizational performance and operational efficiency (Princy *et al.*, 2026). Low initiative and disengagement are behavioral outcomes of insufficient motivation, which are often rooted in inadequate leadership practices (Layek & Koodamara, 2025). Leadership effectiveness is, therefore, directly implicated in addressing these issues. Leaders who fail to adopt appropriate leadership styles create environments where employees feel undervalued and disconnected from organizational goals, resulting in reduced engagement and performance (Princy *et al.*, 2026). Conversely, effective leadership, characterized by clear communication, motivation, and accountability, fosters greater initiative and reduces absenteeism (Górniak & Bursztyn, 2025).

Despite the extensive body of literature on leadership, motivation, and employee performance, significant research gaps remain, particularly in the context of paramilitary and law enforcement organizations. Most empirical studies have focused on corporate, healthcare, educational, and general public sector settings, leaving paramilitary institutions underexplored (Al Balushi & Jamaludin, 2025; Aldossari & Alanizan, 2025; Vasudevan *et al.*, 2025). These organizations possess unique characteristics, including strict hierarchical command structures, high-risk operational environments, and a strong emphasis on discipline, which may influence how leadership and motivation interact to shape performance outcomes. Existing studies on correctional institutions highlight factors such as low compensation, inadequate human resource policies, and autocratic leadership as contributors to declining performance (Islam *et al.*, 2024; Philip & Arrowsmith, 2021). However, these findings are not directly transferable to the Indonesian paramilitary context. Furthermore, studies conducted in other distinct institutional environments, while relevant, do not fully capture the operational complexity of paramilitary units (An *et al.*, 2020; Zuhairi *et al.*, 2022).

Based on these gaps, this study aims to examine the influence of leadership and motivation on personnel performance within Batalyon B Pelopor Brimob Parepare. The novelty of this research lies in its focus on a paramilitary organizational context, where discipline, hierarchy, and operational risk create unique conditions for leadership and motivation dynamics. By empirically testing both the direct and simultaneous effects of leadership and motivation on performance, this study seeks to contribute to the literature by providing context-specific insights and extending existing theoretical frameworks into

underexplored institutional settings. Furthermore, the study highlights the potential dominance of motivation as a key determinant of performance, offering practical implications for improving personnel effectiveness in security and law enforcement institutions.

Literature Review and Hypothesis Development

Human Resource Management and Organizational Effectiveness

Human Resource Management (HRM) is conceptualized as a strategic system that aligns human capital with organizational goals by managing employee attitudes, behaviors, and performance outcomes. Contemporary literature emphasizes that HRM extends beyond administrative functions to include workplace design, motivational systems, value alignment, and employee development, all of which significantly influence organizational effectiveness (Margana, 2026). Empirical evidence demonstrates that employee attitudes, motivation, and values are positively associated with engagement, which in turn drives performance outcomes. The AMO (Ability, Motivation, Opportunity) framework further reinforces this perspective by positing that employee performance is a function of capability, motivation, and opportunity-enhancing practices (Waseem *et al.*, 2025). HRM also operates through psychological mechanisms. Psychological empowerment has been shown to significantly influence both cognitive and emotional engagement, leading to higher productivity and commitment (Juyumaya, 2022). Similarly, job satisfaction and perceived management support influence performance indirectly through motivation, highlighting the mediating role of psychological factors in HRM effectiveness (Xu *et al.*, 2023). Thus, HRM is best understood as an integrative system that not only structures organizational processes but also cultivates the motivational and psychological conditions necessary for sustained performance.

Leadership Theories and Their Influence on Employee Performance

Leadership theory provides a critical lens for understanding how organizational direction and employee behavior are shaped. Transformational leadership, characterized by vision, inspiration, intellectual stimulation, and individualized consideration, has been consistently associated with enhanced employee engagement and performance (Pitichat & Riggio, 2025). This leadership style operates primarily through motivational mechanisms, stimulating both intrinsic and extrinsic motivation among employees. Transactional leadership, in contrast, is grounded in exchange relationships, emphasizing contingent rewards, structured accountability, and performance monitoring (Ho *et al.*, 2025). While often perceived as less inspirational, transactional leadership remains highly effective in structured environments where clarity, discipline, and control are essential. Empowering leadership adds another dimension by fostering autonomy and passion for work, thereby enhancing employee well-being and performance (Pitichat & Riggio, 2025). Authentic and ethical leadership further enriches the theoretical landscape. Authentic leadership has been shown to positively influence employee motivation and performance, particularly in public sector contexts (Duarte *et al.*, 2021; Srimongkolkul *et al.*, 2025). Ethical leadership strengthens motivation and job satisfaction, which in turn enhances performance outcomes (Uluturk *et al.*, 2023). Across these diverse leadership paradigms, a consistent pattern emerges: leadership effectiveness is deeply intertwined with motivational processes, confirming that leadership influences performance both directly and indirectly through motivation.



Motivation: Intrinsic and Extrinsic Perspectives

Motivation is a central construct in organizational behavior, often categorized as intrinsic and extrinsic. Intrinsic motivation refers to engagement driven by inherent satisfaction, while extrinsic motivation involves behavior driven by external rewards or avoidance of punishment (Fishbach & Woolley, 2022). Self-Determination Theory (SDT) provides the dominant framework for understanding this distinction, emphasizing that intrinsic motivation and autonomous forms of extrinsic motivation are most conducive to sustained engagement (Fishbach & Woolley, 2022). Empirical studies show that both intrinsic and extrinsic motivation positively influence employee engagement and productivity. However, findings regarding their relative importance remain mixed. Some studies indicate that extrinsic motivation has a stronger immediate impact on engagement (Fishbach & Woolley, 2022), while others argue that intrinsic motivation is more sustainable and critical for long-term performance (Kothari *et al.*, 2025). Excessive reliance on extrinsic rewards may even undermine intrinsic motivation, reducing long-term engagement (Kothari *et al.*, 2025). Employee engagement itself functions as a key mediating mechanism between motivation and performance. Engaged employees demonstrate higher levels of commitment, energy, and productivity, translating motivational inputs into tangible performance outcomes (Tuin *et al.*, 2022). Thus, motivation operates not only as a direct driver of performance but also as an intermediary mechanism that links leadership practices to employee outcomes.

Employee Performance and Theoretical Frameworks

Employee performance is a multidimensional construct encompassing task performance, contextual performance, and behavioral outcomes. Common indicators include productivity, task completion, innovation, and financial outcomes, as well as non-financial measures such as organizational citizenship behavior (OCB), engagement, and discretionary effort (Anderson & Brough, 2024). Behavioral indicators such as absenteeism, compliance, and counterproductive work behavior are particularly relevant in structured and high-risk environments (Tagliabue *et al.*, 2020). Several theoretical frameworks explain the relationship between leadership, motivation, and performance. The Full-Range Leadership Theory (FRLT) integrates transformational and transactional leadership styles, suggesting that both contribute to performance through complementary mechanisms (Kim & Jung, 2025). Self-Determination Theory (SDT) explains how leadership satisfies psychological needs, thereby enhancing intrinsic motivation and engagement (Tuin *et al.*, 2020). Goal-Setting Theory emphasizes the role of clear objectives in driving performance, while Path-Goal Theory highlights the leader's role in facilitating goal attainment (Tuin *et al.*, 2020). Social Exchange Theory (SET) further explains how supportive leadership behaviors generate reciprocal motivation and performance improvements among employees (Wang *et al.*, 2022). Empirical evidence consistently supports the leadership–motivation–performance relationship. Transformational leadership has been shown to significantly influence innovation and organizational performance across sectors (Worke *et al.*, 2025). Transactional leadership also contributes positively, particularly in structured environments (Udin *et al.*, 2025). Motivation frequently acts as a mediator, translating leadership practices into performance outcomes, although some studies suggest contextual variations in this relationship.

Research Positioning and Gap

Despite the extensive literature on HRM, leadership, motivation, and employee performance, significant gaps remain. Most studies have been conducted in corporate, healthcare, educational, and



general public-sector contexts, with limited attention to paramilitary or law-enforcement organizations. These institutions possess unique characteristics, including strict hierarchical structures, high-risk operational environments, and strong emphasis on discipline, which may alter the dynamics of leadership and motivation. Furthermore, while the mediating role of motivation is well established, there is limited empirical exploration of its relative dominance compared to other variables within highly disciplined organizational settings. The interaction between intrinsic and extrinsic motivation, the applicability of transformational versus transactional leadership, and the role of discipline as a determinant of performance remain underexplored in paramilitary contexts. Therefore, this study positions itself to address these gaps by examining the influence of leadership and motivation on personnel performance within a paramilitary organization. By focusing on Brimob, this research extends existing theoretical frameworks to a context characterized by high discipline, hierarchy, and operational risk, thereby enriching both theoretical and empirical understanding of performance determinants in underexplored institutional settings.

Research Method

Research Design

This study employs a quantitative research design with a correlational and explanatory approach to examine the relationships between leadership, motivation, and personnel performance. Quantitative designs are widely used in organizational research because they enable the systematic measurement of variables and the testing of causal relationships using statistical techniques (Gujarati, 2021). Specifically, this study adopts a cross-sectional survey design, where data are collected from respondents at a single point in time. This approach is efficient and widely used in leadership-performance studies because it can analyze relationships among variables within a defined population. (Y. Liu *et al.*, 2024). The study's explanatory nature aims to test hypotheses regarding the influence of the independent variables, leadership and motivation, on the dependent variable, personnel performance. This aligns with causal-comparative research traditions in organizational behavior, where statistical models are used to estimate the direction and strength of relationships among variables. The study is grounded in theoretical frameworks such as Self-Determination Theory (SDT), Full-Range Leadership Theory (FRLT), and the AMO framework, which guide the specification of relationships between leadership, motivation, and performance.

Research Setting, Data Sources, and Sampling

The research was conducted at Batalyon B Pelopor Brimob Parepare, located in Parepare City, Indonesia. This setting represents a structured paramilitary organization characterized by hierarchical command, discipline, and high-risk operational demands. The population consists of 39 personnel, all of whom are administrative staff within the battalion. Given the relatively small and clearly defined population, this study employs a saturated (census) sampling technique in which all members of the population are included as respondents. Saturated sampling is appropriate in organizational studies with limited populations, as it eliminates sampling error and maximizes internal validity (Hair *et al.*, 2021). Data sources are divided into:

- Primary data: collected through questionnaires, interviews, and direct observation
- Secondary data: obtained from institutional documents and internal records



Operationalization and Measurement of Variables

Leadership (LD)

Leadership is operationalized using multi-item indicators that reflect behavioral dimensions such as direction-setting, communication, motivation, decision-making, and role modeling. This approach aligns with established leadership measurement practices, in which leadership constructs are captured using validated scales that assess observable leader behaviors (Heimann *et al.*, 2020).

Motivation (MT)

Motivation is measured using indicators that reflect both intrinsic and extrinsic dimensions, including compensation, working conditions, recognition, job security, and development opportunities. This operationalization is consistent with Self-Determination Theory, which distinguishes between intrinsic and extrinsic motivational drivers (Ryan & Deci, 2020).

Personnel Performance (PP)

Performance is measured by indicators such as goal attainment, discipline, cooperation, task completion, and adherence to standards. These indicators reflect both task performance and behavioral dimensions, consistent with multidimensional performance frameworks in organizational research (Chourasia & Bahuguna, 2025). All variables are measured using Likert-scale questionnaires, a standard approach in quantitative organizational research that enables statistical comparability across respondents.

Data Collection Procedures

Data collection was conducted through four primary techniques:

- Observation: Direct observation of personnel behavior and work environment
- Interviews: Semi-structured discussions to gain contextual insights
- Questionnaires: Structured instruments distributed to all 39 respondents
- Documentation: Analysis of institutional records and reports

The questionnaire consists of:

- Leadership: 5 indicators
- Motivation: 6 indicators
- Performance: 7 indicators

This multi-method approach ensures comprehensive data collection and enhances the validity of findings through methodological triangulation.

Data Analysis Techniques

Descriptive and Inferential Analysis

Data analysis was conducted using SPSS version 23. Descriptive statistics were used to summarize respondent characteristics and variable distributions, while inferential statistics were applied to test hypotheses.

Multiple Linear Regression

The primary analytical technique is multiple linear regression (MLR), which estimates the effect of leadership and motivation on performance. MLR is widely used in organizational research to assess the contribution of independent variables to a dependent variable (Engidaw, 2021).

The regression model is expressed as:

$$PP = 80.466 + 1.436LD + 4.488MT \dots\dots\dots (1)$$

This model indicates that both leadership and motivation have positive effects on performance, with motivation showing a stronger coefficient.

Hypothesis Testing

- t-test (partial test): evaluates individual effects of leadership and motivation
- F-test (simultaneous test): assesses the combined effects of both variables
- Coefficient of determination (R^2): measures explanatory power of the model

Results and Discussion

Analysis Results

Descriptive Analysis of Variables

Descriptive analysis shows that respondents generally provided positive evaluations across all research variables. Leadership is perceived as adequate in providing direction and coordination, motivation levels are relatively strong, and personnel performance is considered aligned with organizational expectations. These findings suggest that, at a descriptive level, leadership and motivation conditions are conducive to supporting performance, although variability exists, warranting further inferential analysis.

Validity Test Results

Validity testing was conducted using Pearson correlation, with a significance level of $\alpha = 0.05$ and r-table value of 0.316. All indicators across variables meet validity requirements. Based on the results of the validity test of the research instrument, as shown in Table 1, which measures the variables Leadership (LD), Motivation (MT), and Personnel Performance (PP), it was found that all indicators had a calculated r-value greater than the critical r-value of 0.316. For the Leadership (LD) variable, all statement items (LD.1 to LD.5) showed calculated r-values ranging from 0.652 to 0.791, indicating that all indicators are valid. This suggests that each item effectively represents the concept of leadership. Furthermore, for the Motivation variable (MT), all indicators (MT.1 to MT.6) also have r-calculated values above the r-estimated values, ranging from 0.527 to 0.763. Thus, all items in the motivation variable are deemed valid and capable of accurately measuring the respondents' motivation levels. For the Personnel Performance (Y) variable, all indicators (PP.1 to PP.7) have calculated r-values ranging from 0.530 to 0.838, all of which exceed the table r-value. This indicates that all items in the personnel performance variable are also valid and suitable for use in this study. It can therefore be concluded that all indicators in this study meet the validity criteria and are suitable for further analysis. All indicators have r-calculated values greater than r-estimated (0.316), confirming that the measurement instruments are valid.

Table 1. Validity Test Results

Variable	Indicator	r-calculated	r-estimated	Result
Leadership (LD)	LD.1	0.720	0.316	Valid
	LD.2	0.754	0.316	Valid
	LD.3	0.741	0.316	Valid
	LD.4	0.652	0.316	Valid
	LD.5	0.791	0.316	Valid
Motivation (MT)	MT.1	0.641	0.316	Valid
	MT.2	0.664	0.316	Valid
	MT.3	0.599	0.316	Valid
	MT.4	0.763	0.316	Valid
	MT.5	0.624	0.316	Valid
	MT.6	0.527	0.316	Valid
Personnel Performance (PP)	PP.1	0.624	0.316	Valid
	PP.2	0.531	0.316	Valid
	PP.3	0.697	0.316	Valid
	PP.4	0.798	0.316	Valid
	PP.5	0.838	0.316	Valid
	PP.6	0.530	0.316	Valid
	PP.7	0.630	0.316	Valid

Reliability Test Results

Reliability testing was conducted using Cronbach’s Alpha, with a threshold of 0.60.

Table 2. Reliability Test Results

Variable	Cronbach’s Alpha	Threshold	Result
Leadership (LD)	0.742	>0.60	Reliable
Motivation (MT)	0.705	>0.60	Reliable
Personnel Performance (PP)	0.799	>0.60	Reliable

All variables exceed the reliability threshold, indicating that the measurement instruments are consistent and reliable.

Multiple Linear Regression Analysis

The regression analysis was conducted to determine the effect of leadership and motivation on personnel performance.

Regression Equation:

$$PP = 80.466 + 1.436LD + 4.488MT \dots\dots\dots (1)$$



Table 3. Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig
Constant	80.466	4.554	-	17.670	<0.001
Leadership (LD)	1.436	0.161	0.734	8.947	<0.001
Motivation (PP)	4.488	0.093	0.432	5.263	<0.001

The regression results show that both leadership and motivation have positive coefficients, indicating that improvements in these variables are associated with increased performance. Motivation has a larger coefficient, suggesting a stronger effect.

Partial Hypothesis Testing (t-test)

The t-test evaluates the individual effect of each independent variable.

Leadership (LD):

- $t = 8.947 > 1.687$
- $Sig < 0.001 \rightarrow$ significant

Motivation (MT):

- $t = 5.263 > 1.687$
- $Sig < 0.001 \rightarrow$ significant

Both variables significantly influence personnel performance individually.

Simultaneous Hypothesis Testing (F-test)

Table 4. ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig
Regression	69.653	2	34.827	11068.178	0.001
Residual	0.113	36	0.003	-	-
Total	69.766	38	-	-	-

The F-test result shows that $F = 11068.178$ with $Sig = 0.001 (<0.05)$, indicating that leadership and motivation simultaneously have a significant effect on performance.

Coefficient of Determination (R²)

Table 5. Model Summary

R	R Square	Adjusted R-Square	Std. Error
0.966	0.933	0.930	0.596



Discussion

The findings of this study demonstrate that both leadership and motivation have a positive and significant influence on personnel performance, with motivation emerging as the stronger predictor. These results are broadly consistent with the Full-Range Leadership Theory (FRLT), which posits that leadership, particularly transformational and transactional styles, enhances employee performance through motivational mechanisms (Kim & Jung, 2025). Transformational leadership, by inspiring vision and fostering engagement, and transactional leadership, by reinforcing structured reward systems, jointly contribute to improved performance outcomes (Iddrisu & Mohammed, 2025; Sarkis & Nehme, 2025). The significant effect of leadership observed in this study confirms that leadership remains a critical structural determinant of behavior, especially in hierarchical and disciplined organizations (Parayitam *et al.*, 2025). However, the stronger coefficient for motivation than for leadership suggests that leadership may function more as a distal factor, shaping the motivational environment rather than directly determining performance (H. Liu *et al.*, 2024). This aligns with the AMO framework, which conceptualizes motivation as a proximal determinant of performance, while leadership operates as an enabling condition that enhances motivation and opportunity structures (Waseem *et al.*, 2025). The regression results indicate that while leadership contributes positively, motivation exerts a more immediate and substantial influence on performance outcomes. From the perspective of Self-Determination Theory (SDT), the findings also highlight the importance of motivational processes in translating leadership into performance (Tuin *et al.*, 2020). Leadership practices that support autonomy, competence, and relatedness are likely to enhance intrinsic motivation, which in turn drives sustained performance (Fishbach & Woolley, 2022). The stronger effect of motivation observed in this study suggests that personnel performance in paramilitary contexts is heavily dependent on internalized motivation rather than solely on external command structures.

The results are consistent with a broad body of empirical research demonstrating that leadership and motivation significantly influence employee performance across organizational contexts. Studies in public administration, healthcare, and private sector organizations consistently report positive relationships between leadership style and performance, as well as between motivation and performance (Al Balushi & Jamaludin, 2025; Aldossari & Alanizan, 2025). The present study confirms these findings within a paramilitary organizational context, thereby extending the generalizability of existing theories. At the same time, the finding that motivation has a stronger effect than leadership aligns with studies suggesting that motivation can function as a dominant performance driver. For instance, research in healthcare and public sector settings has shown that leadership may not always have a direct effect on performance, whereas motivation consistently remains significant (An *et al.*, 2020). This pattern supports the argument that leadership influences performance primarily through its impact on motivation rather than through direct behavioral control. However, the results also contrast with studies conducted in crisis contexts, such as post-pandemic environments, where leadership and



motivation did not significantly affect performance (Zuhairi *et al.*, 2022). This divergence highlights the importance of contextual stability in enabling leadership and motivation to operate effectively. In the present study, the relatively stable organizational setting of Brimob allows leadership and motivation to exert strong and measurable effects on performance.

The paramilitary context introduces unique dynamics that shape the relationship between leadership, motivation, and performance. Brimob, as a structured and hierarchical organization, operates under strict discipline, clear command chains, and high operational risk. These characteristics influence how leadership and motivation interact to produce performance outcomes. First, hierarchical structures emphasize compliance and discipline, which may enhance the effectiveness of transactional leadership (Ho *et al.*, 2025). Clear instructions, accountability, and reward mechanisms are particularly important in such environments. Second, the high-risk nature of operations increases the importance of intrinsic motivation, as personnel must maintain commitment and resilience under pressure (Roodbari *et al.*, 2025). Third, the organizational culture prioritizes collective goals and institutional loyalty, which may strengthen the role of motivation in driving performance. Research on high-risk organizations indicates that rigid hierarchies can sometimes suppress initiative and intrinsic motivation. However, the findings of this study suggest that when leadership effectively balances structure with motivation, these potential drawbacks can be mitigated. Leadership that fosters clarity, support, and accountability can coexist with motivational systems that encourage commitment and engagement (Srimongkolkul *et al.*, 2025).

The simultaneous test results indicate that leadership and motivation jointly influence performance, supporting the view that these variables are complementary rather than independent. Leadership provides direction, structure, and coordination, while motivation provides the internal drive necessary for execution. The high coefficient of determination further demonstrates that these variables together explain most of the variation in performance. This complementarity is consistent with theoretical frameworks such as Social Exchange Theory and the AMO model, which emphasize the interaction between organizational structures and individual psychological processes (Wang *et al.*, 2022; Waseem *et al.*, 2025). Leadership establishes expectations and norms, while motivation determines the extent to which individuals internalize and act on them.

The findings have significant implications for organizational management, particularly in paramilitary and public safety institutions. First, leadership development should be prioritized as a strategic human resource management function. Training programs should focus on developing both transformational and transactional competencies, enabling leaders to inspire, guide, and manage personnel effectively (Worke *et al.*, 2025). Second, organizations should invest in motivation-enhancing practices, including performance-based rewards, recognition systems, career development opportunities, and improved working conditions. Given the stronger effect of motivation observed in this study, these interventions are likely to yield substantial performance improvements. Third, the integration of leadership and human resource policies is essential. Leadership effectiveness depends not only on individual



capabilities but also on the organizational systems that support and reinforce leadership behaviors. In paramilitary organizations, frontline leaders play a critical role in implementing policies and translating them into daily practices. Finally, the findings highlight the importance of addressing organizational challenges such as absenteeism and low initiative through a combined focus on leadership and motivation (Górniak & Bursztyn, 2025; Princy *et al.*, 2026). Improving communication, providing feedback, and fostering a supportive work environment can enhance both motivation and performance.

This study contributes to the literature in several ways. First, it extends existing theories of leadership and motivation into a paramilitary context, which has been underrepresented in organizational research. Second, it provides empirical evidence supporting the dominant role of motivation in predicting performance, contributing to ongoing debates about the relative importance of leadership and motivation. Third, it highlights the importance of contextual factors in shaping organizational behavior, demonstrating that the effectiveness of leadership and motivation depends on organizational structure, culture, and operational demands. From a practical perspective, the study offers actionable insights for improving personnel performance in security institutions. By emphasizing the importance of both leadership and motivation, it provides a balanced framework for organizational development and performance management.

Conclusion

This study demonstrates that leadership and work motivation are significant determinants of personnel performance in Batalyon B Pelopor Brimob Parepare. Both variables show positive and statistically significant effects, confirming that effective leadership and strong motivation are essential for achieving optimal performance in structured organizational environments. The regression analysis indicates that motivation has a stronger influence than leadership, suggesting that internal and external motivational factors more directly drive performance than leadership alone. The findings underscore the critical role of leadership and motivation in shaping personnel performance within paramilitary organizations. The model's strong explanatory power highlights the importance of integrating structural leadership practices with psychological motivational processes. These insights provide a foundation for drawing broader conclusions about performance improvement strategies in structured, high-risk organizational environments.

This study contributes to the literature by providing empirical evidence from a paramilitary context, an area that remains underexplored in organizational research. It also reinforces the view that leadership and motivation operate in a complementary manner rather than independently. Practically, the study suggests that organizations should focus on strengthening leadership competencies while simultaneously enhancing motivation through recognition, career development, and supportive working conditions. Future research is recommended to incorporate additional variables, such as organizational culture, training, and commitment, and to employ longitudinal designs to capture causal relationships better.



This study has several limitations. The use of a cross-sectional design limits the ability to establish causal relationships, as data were collected at a single point in time. Longitudinal studies are recommended to examine how leadership and motivation influence performance over time. The reliance on self-reported data may introduce bias, as respondents may provide socially desirable answers. Future research should incorporate multi-source data, including supervisor evaluations and objective performance metrics, to enhance validity. The study is also limited by its small sample size ($n = 39$) and focus on a single organizational unit, which restricts generalizability. Future research should include larger samples and multiple organizations to improve external validity. Additionally, the model explains 93.3% of the variation in performance, leaving 6.7% unexplained. Future studies should incorporate additional variables, such as training, organizational culture, and organizational commitment, to provide a more comprehensive understanding of the determinants of performance.

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