

## The Influence of Education Level and Transformational Leadership on Career Development of Police Personnel in West Sumatera

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### Abstract

This study aims to analyze the influence of education level and transformational leadership towards career development of Police Personnel in West Sumatera. This is a causative research that looks at the effect of level of education and transformational leadership on career development. Respondents in this study were Police Personnel in West Sumatera. There were 93 respondents chosen as the samples of this study. The data analysis technique used is path analysis to determine the influence of education levels and transformational leadership on the career development of Police Personnel in West Sumatera. The results showed: (1). the level of education has a positive significant effect on the transformational leadership; (2) The level of education has a positive significant effect on the career development; (3) Transformational leadership has a positive significant effect on the Personnel's career development.

**Keywords:** education level, transformational leadership, career development

### Introduction

Globalization brings changes in various fields of human life including in the field of organization. In organizations there are human resources that are seen as elements that determine the success of an organization in achieving its goals. Therefore, human resources are not merely the object of achieving goals, but at the same time being actors to realize organizational goals (Noermijati & Risti, 2010). Internal problems that must be addressed cannot be separated from how police officers behave in their duties or outside the duties. Basically, the work behavior begins with the existence of motivation accompanied by a positive work attitude, perception, adopted values, and the abilities or competencies of the members of the National Police of the Republic of Indonesia (POLRI). Without these aspects (of course those that belong to good categories), it is impossible to produce good performance that is in accordance with the goals and objectives of the work / task (Suryana, 2003). Personnel who have high abilities will be able to carry out their duties and responsibilities properly that will affect their position and career later.

Personnel's education is one of the important factors for POLRI, meaning that the quality of its human resources specifically in Padang Regional Police is largely determined by the education levels of each personnel. Through an appropriate education level, police personnel can work on existing work effectively and according to targets and goals and improve their work performance and career.

The National Police of the Republic of Indonesia is a state tool that plays a role in maintaining public security and order, upholding the law, and providing protection, protection and service to the public in the context of maintaining domestic security (vide Article 5 (1) of Law 2/2002). To carry out this function, a good pattern of education is one way to form a reliable police force.

A good, growing and developing organization will focus on human resources to carry out their functions optimally, especially in facing the dynamics of environmental changes. Thus the technical, theoretical, conceptual, and moral capabilities of agency / company actors at all levels (levels) of work are needed. In addition, the position of human resources in the highest position is useful to encourage companies / agencies to display behavioral norms, values and beliefs as an important means of improving their performance.

The education level of personnel can affect career development. Career is any position occupied by someone in their working life (Rivai, 2011). Career planning arranged by each individual clearly does not guarantee his career to be successful. Many factors support a person's career success including best performance, experience, education level, expertise and support from members and superiors. Matters relating to the career development of an employee or employee include job performance, recognition, exposure to networks, resignations, organizational loyalty, mentors and sponsors, subordinates who have a key role, opportunities for growth, experience (Rivai, 2011)

Education level personnel will produce quality human resources personnel able to carry out their duties and responsibilities properly. With the presence of personnel who have an adequate education level, members of the National Police can be helped to work on existing jobs and also improve the work performance of members of the National Police who will ultimately improve their career.

In terms of education level, there are still personnel who have a higher education level who do not necessarily have a good career level or have a higher rank. In addition, the education level of fewer personnel in accordance with the placement of the task often becomes a significant problem because the police agencies such as the West Sumatran Regional Police require qualified personnel with special skills to be able to work according to the needs. All personnel must have experienced a situation of promotion, demotion, or mutation (transfer of position).

The education level influences the leadership of the West Sumatra Regional Police. Leadership at the West Sumatra Regional Police is transformational leadership that is able to capture the motivation of personnel with the aim of achieving common goals. High level of education will affect the effectiveness of leaders in the West Sumatra Regional Police because with personnel who have a high education will facilitate leaders in empowering personnel to achieve goals. According to Nawawi (2006), transformational leadership involves changes in the organization. This leadership is also defined as leadership that emphasizes empowerment activities through increasing the self-concept of subordinates / positive organizational members.

The successful leader is capable of becoming the creator and driving force for subordinates to create an atmosphere and culture that can spur the growth and development of personnel performance so that personnel will be motivated to provide the best for the institution that will eventually influence the development of his career. The problem that the authors found in the field, however, is that the leadership run in the West Sumatra Regional Police is not yet effective in creating a working atmosphere that could foster and spur personnel to provide the best work results so they are not motivated to improve their careers.

Based on the above background, this study will examine the "Influence of Education level and Transformational Leadership on the Development of Personnel Regional Police of West Sumatra".

## **Methods**

This study uses a quantitative approach. Quantitative research in accordance with the quantitative paradigm is an investigation of social problems or human problems based on testing a theory consisting of variables, measured by numbers, and analyzed by statistical procedures to determine whether the theory's predictive generalization is correct. This method presents facts supported by the distribution of questionnaires to respondents as well as literature review. The number of samples is 93 personnel. This study uses simple random sampling technique.

## **Results and Discussion**

Path analysis is used to analyze causal relationships between variables in which independent variables affect the dependent variable, both directly and indirectly. The goal is to explain the direct and consequential effects of an indirect set of variables, as a causal variable, on other variables which are consequent variables.

### First Sub-Structure Path Analysis

Based on the structural model of path analysis, there are two substructures. The first substructure shows the influence of education level (X1) on transformational leadership (X2). Following are the results of the calculation of the first sub-structure of path analysis in this study:

Table 1 Results of Calculation of the First Sub Structure Path Coefficient

Path	Path Coefficient	t value	Sig.	Results
Education level towards transformational leadership ( $\rho_{X2X1}$ )	0,276	1,989	0,048	Significant
R Square = 0,041				

Source: Primary Data Processed (2018)

Based on the results of the above calculations, the path coefficient and significance testing are explained, the education level on transformational leadership ( $\rho_{X2X1}$ ) of 0.276 and t count of 1.989 in sig. 0.048 means a significant path coefficient.

### Second Sub-structure

Based on the structural model of path analysis, the causal relationship between variables in Substructure 2 consists of the influence of education level, transformational leadership on career development. The following is the result of the calculation of the second sub structure of path analysis in this study:

Table 2 Results of Calculating the Second Structural Path Coefficient

Path	Path Coefficient	t value	Sig.	Results
Education level towards career development ( $\rho_{YX1}$ )	0,722	10,551	0.000	Significant
Transformational leadership towards career development ( $\rho_{YX2}$ )	0,165	2,407	0.018	Significant
R Square = 0,596				

Source: Primary Data Processed (2018)

From the results of the second substructure calculation above, it can be concluded that all path coefficients are significant; the results of the research are as follows:

- 1) The education level towards career development ( $\rho_{YX2}$ ) is 0.722 and t value is 10,551 in sig. 0.000 means significant path coefficient.
- 2) Transformational leadership towards career development ( $\rho_{YX2}$ ) is 0.165 and t value is 2.407 in sig. 0.018 means significant path coefficients.

Based on the results of the calculation of the second sub-structure shows the education level has a significant effect on career development and transformational leadership has a significant effect on career development.

### Hypothesis testing

#### Hypothesis 1

The education level has a significant effect on the transformational leadership of Police Personnel in West Sumatera. Based on the results of the analysis showed that the path coefficient is  $\rho_{X2X1} = 0.276$ , and the t value is 1.989 and the significance value is smaller than the specified alpha level (0.048 < 0.05). The test results can be concluded that the education level has a significant effect on transformational leadership in the West Sumatra Regional Police.

### Hypothesis 2

The education level has a significant effect on the career development of the West Sumatra Regional Police. Based on the results of the analysis showed that the path coefficient is  $\gamma_{11} = 0.722$ , and the t value is 10.551 and the significance value is smaller than the specified alpha level (0.000 < 0.05). The test results can be concluded that the education level has a significant effect on the career development of Police Personnel in West Sumatera.

### Hypothesis 3

Transformational leadership has a significant effect on the career development of the West Sumatra Regional Police. Based on the results of the analysis, the path coefficient is 0.165 and the t count is 2.407 in the sig. 0.018 < 0.05. This shows that transformational leadership has a significant effect on the career development of the West Sumatra Regional Police

### Discussion

Based on the results show that the education level has a positive and significant effect on transformational leadership of Police Personnel in West Sumatera. That is, the level of personnel education contributes to transformational leadership in the West Sumatra Regional Police.

From the results of testing the first hypothesis it is known that the education level has a positive and significant influence on transformational leadership of Police Personnel in West Sumatera. If the education level increases, then transformational leadership will be more effective in the West Sumatra Regional Police.

Descriptive analysis results show that the level of achievement of respondents for transformational leadership variables is in the sufficient category. This is seen from the level of achievement of respondents on the subordinate's business stimulation indicator to be innovative and creative, behave as a coach or mentor and provide advice, motivate with inspiration, and behave as a model for his subordinates. This contributed to transformational leadership in the West Sumatra Regional Police.

According to Hersey and Blanchard in Sutikno (2014) leadership is influenced by the characteristics of subordinate maturity as a key to the situation that determines the effectiveness of a leader's behavior. According to them, subordinates have different levels of readiness and maturity so that the leader must be able to adjust his leadership style, to suit the situation of readiness and maturity of subordinates. The results of this study are in line with the results of Sinthia (2016) and Candra (2016) research showing the education level influences career development.

Based on the results show that the education level has a positive and significant effect on the career development of Police Personnel in West Sumatera. That is, the education level contributes to the career development of Police Personnel in West Sumatera.

From the results of testing the first hypothesis it is known that the education level has a positive and significant effect on the career development of Police Personnel in West Sumatera. Thus it can be said that the better the level of personnel education, it can improve the career development of Police Personnel in West Sumatera.

The direct influence of the education level on career development is 52.1%. This shows that there is a direct relationship from the education level to the career development of Police Personnel in West Sumatera. If the level of personnel education is better, then the career development of Police Personnel in West Sumatera will increase.

The results of descriptive analysis show that the level of achievement of respondents for the education level is in the sufficient category. This is seen from the level of achievement of respondents on education level indicators and suitability of education personnel with their position / position. This shows the education level in Police Personnel in West Sumatera influences the development of his career. If the education level of personnel is better, it will improve career development for the better.

According to Mangkunegara (2005: 50) the education level is a long-term process that uses systematic and organized procedures, which study conceptual and theoretical knowledge for general purposes. The education level, especially the education level and the suitability of education

personnel with their position / position in the West Sumatra Regional Police are very important in career development. The higher the education level , the faster the career development of West Sumatra police personnel. The results of this study are in line with the results of Sinthia (2016) and Candra (2016) research showing the education level influences career development.

Based on the results show that transformational leadership has a positive and significant effect on the career development of Police Personnel in West Sumatera. That is, transformational leadership contributes to the career development of Police Personnel in West Sumatera.

From the results of testing the first hypothesis it is known that transformational leadership has a positive and significant effect on the career development of Police Personnel in West Sumatera. Thus it can be said that the better transformational leadership in the West Sumatra Regional Police can improve the career development of the West Sumatra Regional Police.

The direct influence of transformational leadership on career development is 2.7%. This shows that there is a unidirectional relationship from the variable transformational leadership to career development. Based on the results of direct influence shows that transformational leadership has the greatest influence or contribution to career development. If the transformational leadership is getting better, then the career development of Police Personnel in West Sumatera will increase.

Descriptive analysis results show that the level of achievement of respondents for transformational leadership variables is in the sufficient category. Transformational leadership in the West Sumatra Regional Police was able to influence the career development of Police Personnel in West Sumatera. If transformational leadership is better, it will improve career development for the better.

According to Lensufiie (2010) transformational leadership aims to change. In accordance with the nature of leadership, namely the existence of a movement to achieve goals, then the purpose referred to here is change. The intended change is assumed to be a change towards a better Transformational leadership, especially the business stimulation of subordinates to act innovatively and creatively, behave as a coach or mentor and provide advice, motivate with inspiration, and behave as a model for his subordinates for career development. The results of this study are in line with the results of Saleem's (2013) research showing that leadership support influences career development. Then the results of Fanimihin's research (2013) show that sling leadership style is related to one's career development. Wilfred's (2014) research results show that transformational leadership in the form of remuneration influences career development.

## Conclusions

Based on the results of data analysis and discussion, the conclusions in this study are as follows: (1). Education level has a positive and significant effect on transformational leadership. This means that remembering education contributes to transformational leadership; (2). The education level has a positive and significant effect on career development. That is, the education level in the West Sumatra Regional Police is able to influence the development of personnel careers; (3) Transformational leadership has a positive and significant effect on Personnel career development. That is, transformational leadership in the West Sumatra Regional Police is able to influence the development of personnel careers.

Based on the results of the study, to improve the career development of Police Personnel in West Sumatera, it was suggested to the leaders of the following policies and actions: (1). Improve personnel education level through adjusting the education of personnel with their position / position by means of the current education level in accordance with the position / position, the education level in accordance with the field of work, and with current education can affect the increase in personnel positions in the agency, Improving the personnel career level by means of, the police education level is able to improve personnel capabilities, the level of police education in accordance with the objectives to be achieved, and make the education of personnel shows their competence; (2). Improve transformational leadership through making a leader behave as a model for his subordinates by means of leaders always being a role model of pride and loyalty working in the eyes of personnel and leaders gives a great influence on the work of personnel, make the leader behave as a coach or mentor



and provide advice in a way that the leader pays attention to individual personnel, the leader provides the opportunity for personnel to excel, and the leader advises personnel to develop, motivate with inspiration to personnel by means of Leaders motivate and stimulate personnel in work, Leaders speak optimistically and enthusiastically that affect the motivation of personnel, Leaders always communicate their vision, mission, and expectations, and Leaders always emphasize the work commitment of personnel, stimulation of his subordinate's efforts to act innovatively and creatively by means of the Leader stimulates innovation and personnel creativity in solving problems, Leaders stimulate new perspectives to personnel, Leaders always encourage the expression of ideas of personnel, and Leaders help in solving rational problems.

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