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**Work Loyalty, Communication, and Supervision Their Influenc
on Work Ethic and Performance of Police Members in the
Criminal Investigation Unit of the Bone
Bolango Police Resort**

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ABSTRACT

The aim of this study is to analyze the influence of job loyalty, communication, and supervision on the work spirit and performance of members of the Criminal Investigation Unit (Satuan Reserse dan Kriminal) of Bone Bolango District Police. The population of the study consisted of 127 respondents selected using a census method. The analytical technique used to address the research problem and test hypotheses was Path Analysis, aided by Statistical Product Service Solution (SPSS) and Lisrel software for data analysis. The findings of this research are as follows: (1) job loyalty has a positive and significant direct effect on work spirit, (2) communication has a positive and significant direct effect on work spirit, (3) supervision has a positive and significant direct effect on work spirit, (4) job loyalty has a positive and significant direct effect on performance, (5) communication has a positive and significant direct effect on performance, (6) supervision has a positive and significant direct effect on performance, (7) work spirit has a positive and significant direct effect on performance, (8) job loyalty has a positive and significant indirect effect on performance through work spirit, (9) communication has a positive and significant indirect effect on performance through work spirit, (10) supervision has a positive and significant indirect effect on performance through work spirit.

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INTRODUCTION

High quality human resources are those who exhibit high levels of integrity and are capable of performing their duties well within an organizational context, including within the Indonesian National Police (Polri), especially within the Criminal Investigation Unit of the Bone Bolango District Police. To effectively carry out the duties and functions of the police, personnel need to have high levels of work ethic. This work ethic is characterized by

diligence in performing tasks so that outcomes can be achieved more efficiently and effectively. As public servants tasked with maintaining security, upholding the law, providing protection, assistance, and service to the community, police personnel need to have high work motivation to ensure that their duties are carried out professionally, modernly, and reliably.

The work ethic of organizational members reflects how enthusiastic individuals are in carrying out their tasks and responsibilities within the organization where they work. As mentioned by Tohardi, as cited in (Jenunut & Wirawan, 2021), work ethic is the attitude of individuals or groups within an organization towards their work environment and their willingness to collaborate to optimize their abilities according to the organization's primary needs. In principle, work ethic is the embodiment of high morality, to the extent that some even identify or freely translate high work ethic as enthusiasm for work (Abas et al., 2022).

In considering the work ethic of police personnel, it is important to pay attention to influencing factors such as work loyalty, communication, and supervision. In addition to focusing on work ethic, this study will also analyze the performance of police officers in the Criminal Investigation Unit of the Bone Bolango District Police. The performance of police officers is of concern to the community due to the high number of legal violations in the Bone Bolango District area. Generally, police officers have operational functions that include intelligence, investigation, community guidance, traffic control, and personnel welfare. The intelligence function involves investigations, analysis of public complaints, and monitoring of public movements. The investigation function is responsible for collecting evidence to uncover criminal cases. The community guidance function, which is similar to the public relations function, focuses on actively disseminating police information and building relationships between the police and the community.

As law enforcement officers, the police are expected to demonstrate firm, ethical, professional, and consistent behavior in all actions. They are expected to be on standby 24 hours a day, ready to receive orders from superiors whenever necessary, outside of duty hours. Police duties are divided into two categories: office duties and field duties, including organization, security, escort, patrol, law enforcement, and outreach.

The work loyalty of police personnel is crucial in carrying out their duties because this loyalty reflects a high work ethic. According to Luthans, as cited in (Suhardoyo, 2022), loyalty is a form of psychological attachment that individuals have to the organization where they work. Loyalty reflects the loyalty, dedication, and trust that an individual has towards their organization,

within which there is a sense of love and responsibility to strive to provide the best service and behavior (Rasimin, 1988; cited in Yakup & Yakup, 2021). Loyalitas actually means a sense of loyalty (Malanuwa et al., 2023). Police officers with high work loyalty will dedicate their energy, thoughts, and time to fulfilling their duties responsibly. Previous research by Tarwiyah and Budiani (2019) has shown that work loyalty has a positive impact on work ethic. The higher an individual's work loyalty, the higher their work ethic in performing tasks. Research by (Herniwati et al., 2021) also found that work loyalty has a positive effect on performance. Therefore, it is necessary to increase the work loyalty of police personnel to ensure that they can carry out their duties responsibly.

The success of task implementation is significantly influenced by communication, as effective communication between leaders and organizational members is essential for achieving desired outcomes. Police officers rely on instructions from superiors to carry out their duties, and misinterpretation of superior instructions through oral or written communication can lead to errors. Good communication encourages optimal work ethic and performance. Previous research by (Murtisaputra & Ratnasari, 2019) has shown that communication has a positive impact on work ethic, and similar findings are found in research by (Kartika & Bela, 2021), which shows that communication influences performance. Therefore, it is important to build effective communication within the organization to ensure successful task implementation.

Work ethic and performance can be improved through effective supervision. Supervision plays a crucial role in ensuring that employees perform their duties well. Siagian, as cited in (Karnawan & Supratikta, 2022), explains that supervision is the process of monitoring all organizational activities to ensure that all work is carried out according to the established plan. Inadequate supervision can result in uncontrolled behavior by members and may lead to legal violations. The presence of decreased performance emphasizes the need for timely evaluation of members to ensure compliance with established procedures. This indicates that inadequate supervision by leaders can result in decreased member performance.

Previous research by (Waidah, 2019) has shown that supervision has an impact on increasing work ethic. Supervision reflects the attention given by leaders to organizational members or subordinates. Effective supervision will increase the work ethic of organizational members in carrying out their duties. Research by (Karnawan & Supratikta, 2022) also found that supervision contributes to increased organizational member performance. Supervision by

leaders is essential to ensure the smooth implementation of tasks and to prevent deviations and errors in carrying out orders.

Based on the above review, the objective of this study is to analyze the influence of work loyalty, communication, and supervision on the work ethic and performance of police officers in the Criminal Investigation Unit of the Bone Bolango District Police.

RESEARCH METHODE

The population in this study consists of police officers at Polres Bone Bolango. Sampling in the research utilized a census method, where the entire population was included as research samples, totaling 127 individuals. The quantitative method employed in this research is path analysis. This analysis is a method used to explain and seek causal relationships among variables. Path analysis is utilized to examine the relationships within a causal model formulated by the researcher based on theoretical considerations and specific knowledge. Thus, path analysis can be used to test a set of causal hypotheses and interpret the relationships among variables. The equation model for path analysis is as follows:

$$\text{Structure I: } Y_1 = \beta_{Y_1X_1}X_1 + \beta_{Y_1X_2}X_2 + \beta_{Y_1X_3}X_3 + \epsilon_1$$

$$\text{Structure II: } Y_2 = \beta_{Y_2X_1}X_1 + \beta_{Y_2X_2}X_2 + \beta_{Y_2X_3}X_3 + \epsilon_2$$

Where:

Y1: Work Ethic

Y2: Performance

X1: Work Loyalty

X2: Communication

X3: Supervision

Data analysis of the research results utilized the SPSS (Statistical Product and Service Solution) program version 26, and the path analysis equations were processed using Lisrel version 8.7.

RESULT AND DISCUSSION

Model Fit Test Analysis

Path Equation Analysis

According to the analysis method employed, namely path analysis, after conducting the study through questionnaire distribution and subsequent analysis using Lisrel version 8.70 application, the Lisrel 8.70 output was obtained as depicted in the following image:

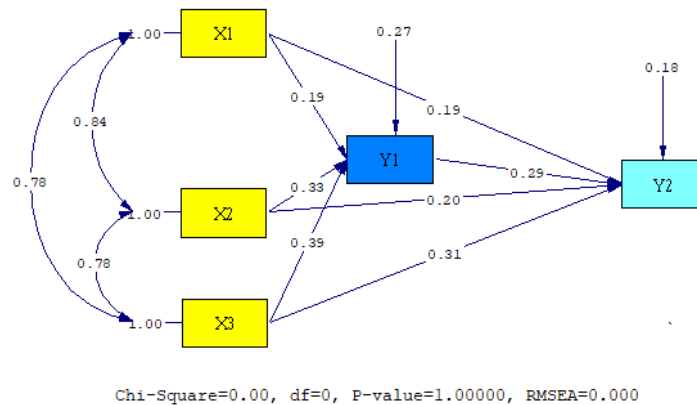


Figure 1.
Empirical Model Path Coefficient Scores

Based on the above figure, the path coefficients generated are as follows:

Structure I:

$$Y_1 = \rho X_1 X_1 + \rho X_2 X_2 + \rho X_3 X_3 + \varepsilon_1$$

$$Y_1 = 0,19X_1 + 0,33X_2 + 0,39X_3 + 0,27\varepsilon_1$$

Structure II:

$$Y_2 = \rho X_1 X_1 + \rho X_2 X_2 + \rho X_3 X_3 + \rho Y_1 Y_1 + \varepsilon_2$$

$$Y_2 = 0,19X_1 + 0,20X_2 + 0,31X_3 + 0,29Y_1 + 0,18\varepsilon_2$$

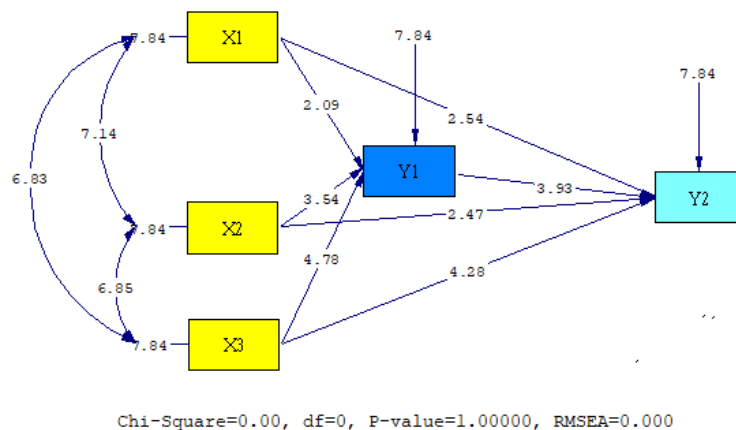


Figure 2.
Empirical Model T-Test Scores

Based on the above figure, the T-test path coefficient scores are summarized as follows:

Structure I

$$Y_1 = \rho X_1 X_1 + \rho X_2 X_2 + \rho X_3 X_3 + \varepsilon_1$$

$$Y_1 = 2,09X_1 + 3,54X_2 + 4,78X_3 + 7,84\varepsilon_1$$

Structure II

$$Y_2 = \rho X_1 X_1 + \rho X_2 X_2 + \rho X_3 X_3 + \rho Y_1 Y_1 + \varepsilon_2$$

$$Y_2 = 2,54X_1 + 2,47X_2 + 4,28X_3 + 3,93Y_1 + 7,58\varepsilon_2$$

From the table and figure above, a summary of both direct and indirect path coefficients can be made as follows:

Table 1.
Summary of Path Coefficients and T-Test

Path	Direct Path Coefficient	Through Y1 Coefficient	t-value	t-table	($\alpha = 0,05\%$)
X ₁ to Y ₁	0,19	-	2,09	1,96	Sig
X ₂ to Y ₁	0,33	-	3,54	1,96	Sig
X ₃ to Y ₁	0,39	-	4,78	1,96	Sig
X ₁ to Y ₂	0,19	-	2,54	1,96	Sig
X ₂ to Y ₂	0,20	-	2,47	1,96	Sig
X ₃ to Y ₂	0,31	-	4,28	1,96	Sig
Y ₁ to Y ₂	0,29	-	3,93	1,96	Sig
X ₁ to Y ₂	-	0,29	3,93	1,96	Sig
X ₂ to Y ₂	-	0,29	3,93	1,96	Sig
X ₃ to Y ₂	-	0,29	3,93	1,96	Sig
ε_1	0,27	-	7,84	1,96	Sig
ε_2	0,18	-	7,84	1,96	Sig

Source: Data processed in, 2023.

Path Coefficient Model Fit Test

Based on the assessment of the fit of the leadership model, organizational support, and compensation on work motivation with job satisfaction as the intervening variable, the table above shows promising results. The overall measurement of model fit in the study is presented in the following table.

Table 2.
Analysis Model Fit Test

Goodness of Fit Measure	Estimate	Test Result
Chi Square	0,000	Model Fits the Data Very Well
P Value	1,0000	
RMSEA	0,0000	

Source: Data processed in, 2023.

Based on the table above, it can be concluded that the measurement of the path coefficient model fits well, meeting the criteria for model fit test requirements. These results indicate that the overall model prediction fits well based on Goodness of Fit (GOF) measures.

Path Coefficients:

First Structure

Based on the output analysis, the first structural equation model resulted in the equation $Y1 = 0.19X1 + 0.33X2 + 0.39X3 + 0.27\epsilon1$.

Additionally, the t-value for the first structural equation is

$$Y1 = 2.09X1 + 3.54X2 + 4.78X3 + 7.84\epsilon1.$$

Second Structure

Based on the output analysis, the second structural equation model resulted in the equation

$$Y2 = 0.19X1 + 0.20X2 + 0.31X3 + 0.29Y1 + 0.18\epsilon2.$$

Additionally, the t-value for the second structural equation is

$$Y2 = 2.54X1 + 2.47X2 + 4.28X3 + 3.93Y1 + 7.84\epsilon2.$$

Coefficient of Determination (R2) Test

The coefficient of determination test is used to assess the extent to which changes in the scores of performance variables can be explained by the variables of work loyalty, communication, supervision through the morale of the Police Reserves Unit of the Bone Bolango Police Resort. The analysis results in Lisrel 8.7 application obtained the determination coefficient (R2) as follows:

1. In the first structure, namely work loyalty, communication, and supervision on morale, the value is 0.73 or 73%. This result indicates that 73% of the variance in morale score improvement can be explained by work loyalty, communication, and supervision variables, while the remaining 27% is influenced by other variables not included in this model.
2. In the second structure, work loyalty, communication, supervision, and morale on performance, the value is 0.82 or 82%. This result indicates that 82% of the variance in performance score improvement can be explained by work loyalty, communication, supervision, and morale variables, while the remaining 18% is influenced by other variables not included in this model.

Hypothesis Testing

Hypothesis ten is accepted.

Table 3.
Summary of Hypothesis Testing Results

Hypothesis	Coefficient Path/T-ratio	Conclusion
I	0,19 2,09	H1 accepted; work loyalty has a positive and significant direct effect on morale.
II	0,33	H2 accepted; communication has a

	3,54	positive and significant direct effect on morale.
III	0,39 4,78	H3 accepted; supervision has a positive and significant effect on morale.
IV	0,19 2,54	H4 accepted; work loyalty has a positive and significant direct effect on performance.
V	0,20 2,47	H5 accepted; communication has a positive and significant direct effect on performance.
VI	0,31 4,28	H6 accepted; supervision has a positive and significant direct effect on performance.
VII	0,29 3,93	H7 accepted; morale has a positive and significant direct effect on performance.
VIII	0,19 + 0,29 2,09 + 3,93	H8 accepted; communication has a positive and significant indirect effect on performance through morale.
IX	0,33 + 0,29 3,54 + 3,93	H9 accepted; communication has a positive and significant indirect effect on performance through morale.
X	0,39 + 0,39 4,78 + 3,93	H10 accepted; supervision has a positive and significant indirect effect on performance through morale.
Structure I	$R^2 = 0,73$	Variations in the increase in morale score can be explained by work loyalty, communication, and supervision by 73%.
Structure II	$R^2 = 0,82$	Variations in the increase in performance score can be explained by work loyalty, communication, supervision, and morale by 82%.

Source: Data processed in, 2023.

Discussion

The Influence of Work Loyalty on Work Spirit

The analysis yielded results indicating a significant positive influence of job loyalty directly on work enthusiasm. These findings demonstrate the indispensable nature of job loyalty for the success of the organization itself. Job loyalty becomes a necessity for employees demanded by organizations to ensure that members remain loyal to the principles advocated, as stated by Fathoni, in Wirawan et al. (2019), which involves members actively defending the organization, displaying loyalty, dedication, and trust. Job loyalty, as examined in this study, encompasses: (1) adherence to regulations, (2) willingness to collaborate, (3) sense of ownership, (4) interpersonal relationships, and (5) passion for the job. With job loyalty in place, it fosters high levels of work enthusiasm. This aligns with Luthans' viewpoint in (Suhardoyo, 2022), explaining that job loyalty represents a psychological attachment of members to the organization they work for, stimulating work enthusiasm among organizational members.

The research findings support previous studies conducted by (Tarwiyah & Budiani, 2019), as well as (Suhardoyo, 2022), indicating that job loyalty has a positive influence on enhancing employee morale. Job loyalty instills determination and readiness in members to adhere to, execute, and embody what has been established by the organization as their responsibilities. Job loyalty can be observed through the abilities, skills, and attitudes demonstrated by members in carrying out their tasks responsibly, with discipline, and honesty.

The Influence of Communication on Work Enthusiasm

The analysis results indicate a significant and positive influence of communication directly on work enthusiasm. Building effective communication not only creates an engaging and warm atmosphere but also provides meaningful and beneficial insights for employees. Consequently, individuals can work calmly and enjoyably, encouraging them to complete tasks with full enthusiasm and awareness.

This supports the assertion by Thomas and Scott in Astari et al. (2022) that good communication minimizes conflicts among members, thus enhancing work enthusiasm and overall effectiveness. Communication is a crucial aspect within organizations, involving the exchange of information and ideas among members to achieve common goals. Effective communication fosters mutual understanding among colleagues and between employees and supervisors, facilitating collaboration. Communication plays a pivotal role in determining the success of task implementation, as every task requires communication.

Whether it involves interactions between employees or between employees and supervisors, communication is essential for giving instructions, assigning tasks, and coordinating activities.

The research findings align with previous studies by (Murtisaputra & Ratnasari, 2019), which demonstrated that communication positively influences work enthusiasm.

The Influence of Supervision on Work Enthusiasm

The analysis results indicate a positive and significant direct influence of supervision on work enthusiasm. This finding demonstrates that leadership supervision can stimulate an increase in the enthusiasm of organizational members. Supervision is a form of comprehensive observation, typically involving a comparison between actual and planned activities. In the research, supervision consists of (1) direct inspection, (2) on-site observation, (3) on-site reporting, (4) written reports, and (5) oral reports. Every leader should engage in the supervision process within the work units to ensure they function as intended. Leaders cannot truly know whether their units are operating as they should until they evaluate which activities have been completed and compare actual performance with desired standards. Supervision involves determining what has been accomplished, evaluating work performance, and, if necessary, implementing corrective actions to ensure that the results align with the plan. Therefore, supervision is necessary as it signifies leadership attention, ultimately fostering the work enthusiasm of members.

According to Satriadi in (Karnawan & Supratikta, 2022), supervision is the process of observing the implementation of all organizational activities to ensure that all ongoing work is carried out according to the established plan.

The research findings support previous studies conducted by (Waidah, 2019), indicating that supervision has a positive impact on work enthusiasm. Effective communication is said to occur when supervision is conducted appropriately, leading to increased work enthusiasm.

The Influence of Work Loyalty on Performance.

The analysis results indicate a positive and significant influence of work loyalty directly on performance. These findings demonstrate that work loyalty is essential for the success of the organization itself. Work loyalty is a process that arises from the desire to be faithful and devoted to one's work, group, superiors, and organization, leading individuals to sacrifice to satisfy others or society. Loyalty becomes a requirement for members demanded by the organization to remain loyal to the principles they adhere to. This aligns with the opinion expressed by Rasinin in Wirawan et al. (2019), who generally defines loyalty as a devotion or commitment to someone or an institution,

involving a sense of love and responsibility to provide the best service and behavior.

The research findings support previous studies conducted by (Herniwati et al., 2021), showing that work loyalty has a positive influence on improving member performance. Loyalty instills determination and willingness in members to adhere to, implement, and practice what has been established by the organization in fulfilling their responsibilities.

The Influence of Communication on Performance

The analysis results indicate that there is a significant and positive influence of communication directly on performance. These findings demonstrate that communication plays a crucial role in enhancing the performance of members. The recipient or communicator can comprehend the message conveyed by the sender or communicator, closely related to the stimuli perceived and understood by the message receiver.

The research findings support previous studies conducted by (Kartika & Bela, 2021) that communication has a positive impact on performance. Communication is the act of conveying information. Effective communication is an essential part carried out by a manager. Every management function such as planning, organizing, staffing, leading, and controlling requires effective communication skills.

The Influence of Supervision on Performance

The analysis results indicate that there is a positive and significant influence of supervision directly on performance. This finding demonstrates that the supervision conducted by leaders can encourage improvement in organizational members' performance. Supervision is the process of observing the implementation of all organizational activities to ensure that all ongoing tasks are carried out according to the established plan.

The research findings support previous studies conducted by (Karnawan & Supratikta, 2022) which concluded that supervision has a positive influence on performance.

The influence of Work Ethic on Performance

The analysis results revealed that there is a significant and positive influence of work enthusiasm directly on performance. Work enthusiasm plays a crucial role in determining the speed and quality of employees' work outcomes. It involves carrying out tasks more diligently, which consequently leads to quicker and better results.

Work enthusiasm entails performing tasks with greater diligence, aiming for the prompt completion of any task and ultimately achieving satisfying outcomes (Nitisemito as cited in Dewi & Dewi, 2019).

These findings align with the views of Widodo as stated in (Kasim & Rusli, 2021), who explain that work enthusiasm reflects an employee's condition in their work environment. When work enthusiasm is high, organizations benefit from reduced absenteeism, fewer turnovers, and improved organizational member performance.

Employee performance represents the results achieved by an individual in carrying out assigned tasks based on their skills, experience, dedication, and time invested. Employee performance significantly impacts a company's sustainability. Therefore, efforts are needed to maintain consistent performance among employees.

The research findings support previous studies conducted by (Kartika & Bela, 2021), indicating that work enthusiasm positively influences performance. This underscores that work enthusiasm is a driving force behind task execution with greater diligence, ultimately leading to improved performance.

The Effect of Work Loyalty on Performance through Work Enthusiasm

The analysis results indicate a significant and positive indirect influence of work loyalty on performance through work enthusiasm. This suggests that high work loyalty, coupled with high work enthusiasm, leads to high performance. Work enthusiasm acts as a mediating variable in the relationship between loyalty and performance. These findings reveal that to enhance member performance, it's not sufficient to rely solely on a single variable; rather, it requires support from other variables that have direct or indirect relationships with the influenced or dependent variable.

Work loyalty represents a psychological attachment of members to the organization where they work. From this perspective, member loyalty is an affirmative effort to endure and support the organization's goals, feeling a psychological attachment to the organization. Thus, loyalty entails determination and willingness from members to adhere to, execute, and practice what has been established by the company in carrying out their responsibilities. Loyalty can be observed through the abilities, skills, attitudes, responsibility, discipline, and honesty exhibited by members in performing their duties.

Work enthusiasm is crucial in any collaborative effort among individuals within an organization. High work enthusiasm leads to high work productivity, facilitating the achievement of set goals by the institution/company. Loyalty and work enthusiasm act as driving forces behind the enhancement of member or employee performance.

The Effect of Communication on Performance through Work Enthusiasm

The analysis results demonstrate a significant and positive indirect influence of communication on performance through work enthusiasm. This indicates that appropriate communication, supported by high work enthusiasm, results in high performance. Communication within an organization can be formal or informal, often involving group communication, interpersonal communication, and public communication. Organizational communication serves as a flow system that connects and stimulates performance.

Communication is the process of conveying information from a sender to a message receiver using various effective media so that the message is clearly and easily understood by the receiver. Good communication fosters work enthusiasm among organization members. Work enthusiasm reflects an employee's condition in their work environment. When work enthusiasm is high, the company benefits from reduced absenteeism, lower employee turnover, and increased workforce productivity. Therefore, effective communication within a government institution influences employee work enthusiasm positively. This implies that with intensive communication, organizational issues are more easily resolved. Communication has a positive influence on employee work enthusiasm.

The Effect of Supervision on Performance through Work Enthusiasm

The analysis results reveal a significant and positive indirect influence of supervision on performance through work enthusiasm. This suggests that proper supervision, supported by high work enthusiasm, leads to high performance. Supervision is essential for implementing performance standards with planning objectives, designing feedback information systems, comparing actual activities with previously established standards. Effective supervision ensures that work runs smoothly and produces good results. Moreover, supervision allows monitoring of various aspects that may harm the organization, such as errors, deficiencies in work execution, weaknesses in implementation, and work methods. Continuous supervision is also needed to produce positive impacts for better development and change. This aligns with previous research showing that supervision has a positive and significant influence on member performance. Performance is greatly influenced by supervision. Suboptimal work supervision may allow members to act arbitrarily, even committing violations against organizational rules. Persistent performance declines require organizations to promptly evaluate members' timely completion of tasks, and sometimes employees do not work according to established procedures. This is due to the suboptimal supervision conducted by

the organization, resulting in suboptimal member performance. Therefore, optimal supervision is essential in improving member performance.

CONCLUSION

Based on the findings of this study, it can be concluded that work loyalty, communication, and supervision directly and significantly influence the morale of police officers. These findings affirm that high work loyalty, effective communication, and appropriate supervision can enhance the morale of the officers. Furthermore, work loyalty and communication also directly and significantly impact the performance of police officers, indicating that high levels of work loyalty and good communication skills contribute to their performance improvement. Supervision also plays a crucial role in enhancing the performance of police officers, where proper supervision supported by high morale leads to significant performance improvement. Therefore, it can be concluded that morale is a crucial factor in improving the performance of police officers, and work loyalty, communication, and supervision are the main drivers in achieving this goal.

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