

The Effect of Leadership and Organizational Support on Performance Mediated by Motivation among Members of the Community Protection Unit

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Abstract

The objective of this study is to examine the effect of leadership and organizational support on the performance of Community Protection Unit (Satlinmas) members, with work motivation as a mediating variable. This research focuses on Satlinmas members in Ngariboyo Sub-district, Magetan Regency. This study employs a quantitative research design using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis technique. The population consists of 125 respondents, and a census sampling method was applied. The respondents are all Satlinmas members assigned in five villages within Ngariboyo Sub-district, Magetan Regency. The findings indicate that leadership and organizational support have a significant effect on both work motivation and performance of Satlinmas members, either directly or indirectly. Work motivation also plays a mediating role in strengthening the influence of leadership and organizational support on performance. These results confirm that improving Satlinmas performance is strongly determined by the quality of leadership, organizational support, and work motivation in carrying out community protection duties. The results of this study are expected to serve as a reference for local government, Civil Service Police Unit (Satpol PP) and Fire Department, and village administrations in improving guidance, support systems, and the effectiveness of Satlinmas members.

Keywords

Leadership, Organizational Support, Work Motivation, Satlinmas Performance.

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1. INTRODUCTON

Community Protection Units (*Satuan Pelindungan Masyarakat/Satlinmas*) represent an important component of local public security systems in Indonesia. These community-based organizations contribute to maintaining public order, supporting disaster management activities, assisting social programs, and strengthening community resilience. Based on the Regulation of the Ministry of Home Affairs of the Republic of Indonesia Number 26 of 2020, community protection is implemented as part of local government responsibilities to ensure safety, peace, and public order. Satlinmas members are organized through village and sub-district administrations as voluntary community members who assist government institutions in carrying out public protection functions.



Despite their strategic role, the effectiveness of Satlinmas activities is strongly influenced by the quality of member performance. In practice, Satlinmas members continue to encounter several challenges, including limited organizational resources, inadequate supporting facilities, lack of appreciation, low discipline, and variations in commitment toward community services. These conditions may reduce the effectiveness of their responsibilities in maintaining public security and supporting government programs. Therefore, improving Satlinmas performance requires attention to both organizational and individual factors, particularly leadership, organizational support, and work motivation.

Leadership is one of the most important determinants of employee performance, particularly in public sector organizations where employees are required to demonstrate responsibility, commitment, and service orientation. Effective leaders are not only responsible for providing instructions but also for building trust, encouraging cooperation, developing member capabilities, and creating a supportive work environment. According to Yukl (2020), leadership involves the ability to influence, motivate, and direct individuals toward achieving shared organizational objectives. In the context of Satlinmas, leadership plays an important role because members perform duties related to community security, social order, and public service activities that require coordination and strong commitment.

Recent studies indicate that leadership approaches, particularly transformational leadership, significantly contribute to improving employee motivation and performance. Transformational leaders encourage employees to develop a shared vision, increase work engagement, and improve organizational commitment. Lalhakim et al. (2024) emphasized that transformational leadership is highly relevant in public administration because it enables organizations to respond to complexity and change through collaboration, innovation, and employee empowerment. Effective leadership can create a positive organizational climate that encourages members to perform beyond basic responsibilities.

In addition to leadership, organizational support is another important factor influencing employee performance. Perceived Organizational Support (POS) refers to employees' perceptions regarding the extent to which their organization values their contributions and cares about their well-being. Employees who feel supported by their organization are more likely to develop positive attitudes, stronger commitment, and higher motivation to perform their duties. Eisenberger et al. (1986) explained that organizational support strengthens employees' psychological attachment to their organization because they perceive that their efforts are recognized and appreciated.

Empirical evidence from public sector research also confirms the importance of organizational support in improving employee outcomes. Hasan et al. (2023) found that perceived organizational support positively influences employee performance, particularly among public sector workers facing demanding work conditions. Organizational support provides employees with confidence, stability,

and a sense of belonging, which encourages greater dedication and productivity. These findings suggest that organizational support is highly relevant for Satlinmas members, who often rely on institutional encouragement, facilities, training opportunities, and recognition to maintain their commitment.

Work motivation is considered a key psychological mechanism that connects leadership and organizational support with employee performance. Motivation determines the extent to which individuals are willing to invest effort, maintain persistence, and demonstrate responsibility in completing their duties. Employees with high motivation tend to show proactive behavior, stronger commitment, and greater willingness to contribute to organizational goals. Conversely, low motivation may lead to reduced discipline, decreased involvement, and lower effectiveness in performing assigned tasks.

Previous studies have demonstrated that leadership and organizational support influence employee motivation, particularly in public service contexts. Limson (2025) found that leadership and organizational support contribute to public service motivation among government employees. Similarly, research by Elamalki et al. (2024) showed that intrinsic and extrinsic motivation positively affect employee performance in public sector organizations. These findings indicate that motivation serves as an important pathway through which organizational factors influence individual performance.

Although numerous studies have examined the relationships between leadership, organizational support, motivation, and employee performance, most previous research has focused on formal government employees and organizational settings. Limited empirical evidence is available regarding voluntary community-based organizations such as Satlinmas, where members perform public service roles without the same employment structure as civil servants. This creates an important research gap regarding how leadership and organizational support influence performance through motivation in voluntary public protection organizations.

In Magetan Regency, particularly Ngariboyo District, Satlinmas members continue to experience challenges related to limited facilities, insufficient organizational guidance, and variations in leadership support and motivation. Therefore, this study aims to examine the effect of leadership and organizational support on the performance of Satlinmas members through motivation as a mediating variable. The findings are expected to contribute theoretically to public sector human resource management and provide practical recommendations for improving Satlinmas performance through effective leadership practices and stronger organizational support.

2. METHOD

This study employed a quantitative approach with a causal research design to examine the relationship between leadership, organizational support, motivation, and performance among Community Protection Unit (*Satuan Pelindungan Masyarakat/Satlinmas*) members. A causal research design was selected because this study aimed to analyze the direct and indirect effects among variables through hypothesis testing. The research model consisted of independent variables, a mediating variable, and a dependent variable to explain the mechanism through which leadership and organizational support influence performance.

The study was conducted in Ngariboyo District, Magetan Regency, Indonesia, involving Satlinmas members from five villages, namely Baleasri, Balegondo, Bangsri, Banyudono, and Pendem. These locations were selected because Satlinmas members faced several challenges related to performance optimization, including limited supporting facilities, insufficient organizational guidance, and variations in motivation and leadership support. The population consisted of 125 Satlinmas members officially registered through village head decrees. The study applied a saturated sampling technique (*census sampling*), meaning that all members of the population were included as respondents.

The research model included leadership and organizational support as independent variables, motivation as a mediating variable, and Satlinmas member performance as the dependent variable. Leadership was measured using indicators related to task-oriented behavior, relationship-oriented behavior, and change-oriented behavior based on Yukl's leadership concept. Organizational support was assessed through indicators of fairness, supervisor support, organizational rewards, and working conditions based on the concept of Perceived Organizational Support (POS). Motivation was measured through intensity, direction, and persistence dimensions, while performance was assessed through task completion ability, work quality, work discipline, creativity, and collaboration with the community.

Data were collected using primary and secondary data sources. Primary data were obtained through a structured questionnaire distributed to Satlinmas members in the selected villages. The questionnaire consisted of closed-ended statements measured using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The instrument was developed based on theoretical indicators of each research variable to measure respondents' perceptions regarding leadership, organizational support, motivation, and performance. The validity of the instrument was evaluated using Pearson correlation analysis, while reliability testing was conducted using Cronbach's Alpha. A Cronbach's Alpha value greater than 0.70 was considered to indicate acceptable reliability of the measurement instrument.

Data analysis was performed using descriptive statistical analysis and Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS software. SEM-PLS was selected

because it is appropriate for examining complex relationships between latent variables and does not require normally distributed data. The evaluation of the measurement model (*outer model*) included convergent validity, discriminant validity, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. The structural model (*inner model*) was assessed through path coefficient analysis, effect size (f^2), coefficient of determination (R^2), and hypothesis testing. In addition, the indirect effect analysis was conducted to examine the mediating role of motivation in the relationship between leadership, organizational support, and Satlinmas member performance

3. FINDINGS AND DISCUSSION

The study involved 125 members of the Community Protection Unit (*Satuan Pelindungan Masyarakat/Satlinmas*) in Magetan Regency. The respondents were selected because they were directly involved in community protection activities, including maintaining public order, supporting government activities, and assisting community services. Their involvement provided relevant information regarding leadership, organizational support, motivation, and performance conditions within Satlinmas.

The measurement model evaluation showed that all research indicators met the validity criteria. The validity test results indicated that all questionnaire items had a significance value below 0.05, and the correlation coefficients exceeded the required value, indicating that all indicators were valid for measuring the research constructs. The validity assessment covered the variables of organizational support, leadership, Satlinmas member performance, and motivation.

The reliability analysis demonstrated that all constructs had acceptable internal consistency. The Cronbach's Alpha values were 0.960 for organizational support, 0.968 for leadership, 0.973 for Satlinmas member performance, and 0.957 for motivation. The Composite Reliability values also exceeded the recommended threshold, confirming that all variables had reliable measurement instruments and were suitable for further structural model analysis.

The descriptive findings indicated that Satlinmas member performance was perceived positively by respondents. The overall mean score for performance was 3.80, which was categorized as "agree" based on the measurement scale. The proportion of positive responses reached 76.65%, consisting of 12.95% "strongly agree" and 63.70% "agree" responses. Among the performance dimensions, creativity in work obtained the highest average score (3.90), while work quality had the lowest average score (3.64), although both dimensions remained within the positive category.

The findings also showed that respondents perceived the leadership practices within Satlinmas positively. Leadership was assessed through task-oriented behavior, relationship-oriented behavior, and change-oriented behavior. The results indicate that leadership dimensions contributed positively

to the organizational environment, particularly through the ability of leaders to provide direction, build relationships, and encourage improvement among members.

Overall, the measurement results confirm that the research instruments used to evaluate leadership, organizational support, motivation, and performance were valid and reliable. The descriptive findings further demonstrate that Satlinmas members generally perceived their organizational conditions and work performance positively, providing a foundation for further analysis of the structural relationships among variables.

Table 1. Fornell-Larcker Criterion Results

	Organizational Support	Leadership	Satlinmas Performance	Motivation
Organizational Support	0,813			
Leadership Satlinmas	0,700	0,840		
Performance	0,785	0,806	0,843	
Motivation	0,703	0,724	0,803	0,824

The results presented in Table 3.1 indicate that the Fornell–Larcker criterion values exceeded the recommended threshold of 0.70. Each construct demonstrated a higher square root of AVE value compared with its correlations with other latent variables. This indicates that each measurement item has a stronger relationship with its respective latent construct than with other constructs in the model. Therefore, all constructs in this study demonstrate adequate discriminant validity and are able to represent their respective latent variables appropriately.

Furthermore, collinearity assessment was conducted using the Variance Inflation Factor (VIF) value. A low level of collinearity is indicated when the VIF value is below the threshold of 5, suggesting that the constructs do not suffer from critical multicollinearity issues and remain appropriate for inclusion in the structural model (Setiaman, 2023). The following table presents the VIF values obtained for each construct indicator

Table 2. VIF Results

INDICATOR	VIF	INDICATOR	VIF	INDICATOR	VIF	INDICATOR	VIF
DO31	3,712	KPS17	3,504	KAS1	4,020	M45	3,460
DO32	3,650	KPS18	4,700	KAS10	4,275	M46	3,488
DO33	4,034	KPS19	4,219	KAS11	4,537	M47	2,754
DO34	4,531	KPS20	4,077	KAS12	4,230	M48	4,292
DO35	4,235	KPS21	4,315	KAS13	2,958	M49	4,706
DO36	4,843	KPS22	4,487	KAS14	4,798	M50	3,626
DO37	3,702	KPS23	4,365	KAS15	4,160	M51	3,716
DO38	2,518	KPS24	4,060	KAS16	4,014	M52	3,758
DO39	4,856	KPS25	4,566	KAS2	5,209	M53	3,862

DO40	2,826	KPS26	4,411	KAS3	4,384	M54	2,209
DO41	2,709	KPS27	4,215	KAS4	4,274	M55	4,803
DO42	2,620	KPS28	3,621	KAS5	2,627	M56	4,635
DO43	2,977	KPS29	4,935	KAS6	4,169		
DO44	3,489	KPS30	4,319	KAS7	2,631		
				KAS8	7,229		
				KAS9	2,657		

The results presented in the table indicate that all Variance Inflation Factor (VIF) values were below the recommended threshold of 5. This finding confirms that the research model does not suffer from significant collinearity issues among the constructs. Therefore, the estimated path coefficients, significance levels, and indicator weights can be interpreted reliably because the predictor constructs do not demonstrate critical multicollinearity problems. These results confirm that all variables included in the model meet the requirements for further structural model evaluation.

The final assessment of discriminant validity was conducted using the Heterotrait-Monotrait Ratio (HTMT) criterion. The HTMT approach evaluates whether each construct in the model represents a distinct concept from other constructs. A construct is considered to have adequate discriminant validity when the HTMT value is below the recommended threshold of 0.90 (Henseler et al., 2015).

The HTMT results showed that all construct relationships met the required criteria, with values below the threshold of 0.90. These findings indicate that there were no critical overlaps between leadership, organizational support, motivation, and Satlinmas member performance constructs. Therefore, the measurement model demonstrated adequate discriminant validity, confirming that each variable measured a different theoretical concept and was suitable for further structural model analysis.

Table 3. HTMT Results

Variable	Organizational Support	Leadership	Satlinmas Performance	Motivation
Organizational Support				
Leadership	0,719			
Satlinmas Performance	0,805	0,827		
Motivation	0,717	0,746	0,831	

The descriptive analysis was conducted to provide an overview of respondents' perceptions regarding leadership, organizational support, motivation, and Satlinmas member performance. This analysis was based on the mean scores of each indicator to identify response patterns and general tendencies among respondents. The findings provide an initial understanding of how Satlinmas members perceive their work conditions and organizational factors before conducting further hypothesis testing.

The descriptive results showed that Satlinmas member performance received a positive assessment from respondents. The performance construct was measured using 16 indicators (KAS1–KAS16) involving 125 respondents, with each item assessed using a five-point Likert scale. The mean scores of performance indicators ranged from 3.62 to 4.24, indicating that respondents generally perceived Satlinmas members as having good performance in carrying out their duties. The highest-rated indicator was KAS1 with a mean score of 4.24, followed by KAS11 with 4.20 and KAS8 with 4.06. Meanwhile, KAS7 obtained the lowest mean score of 3.62, although it remained within the positive assessment category.

The leadership variable was measured using 14 indicators (KPS1–KPS14) involving the same 125 respondents. The findings indicated that respondents perceived Satlinmas leadership positively, with indicator mean scores ranging from 3.63 to 4.30. The highest mean score was obtained by KPS8 (4.30), followed by KPS4 and KPS7 (4.06). The lowest score was found in KPS13 (3.63), suggesting that although leadership was perceived positively, some aspects still require improvement to strengthen leadership effectiveness among Satlinmas members.

The organizational support variable consisted of 14 indicators (DO1–DO14) and was evaluated based on respondents' perceptions of organizational assistance and support. The descriptive results showed that the average scores ranged from 3.48 to 3.74, with an overall mean of approximately 3.59. The highest-rated indicator was DO5 with a mean score of 3.74, while DO4 obtained the lowest mean score of 3.48. These findings indicate that organizational support was perceived as adequate, although several aspects require attention to improve organizational support mechanisms for Satlinmas members.

The motivation variable was measured using 12 indicators (M1–M12). The results showed that respondents generally demonstrated positive motivation levels, with mean scores ranging from 3.52 to 4.02 and an overall average score of approximately 3.70. The highest mean score was found in M6 (4.02), followed by M10 (3.75), M11 (3.74), and M8 (3.73). Meanwhile, M7 had the lowest mean score of 3.52, indicating that this aspect requires further attention to ensure more consistent motivation among Satlinmas members.

3.1. Research Findings Analysis

Following the evaluation of the measurement model (*outer model*), the next step was to assess the structural model (*inner model*). The inner model analysis was conducted to examine the relationships among latent constructs in the proposed research framework, including the significance of the path relationships and the explanatory power of the model through the coefficient of determination (R^2). This analysis aims to determine how well the independent variables explain the variation in the

dependent variables and to evaluate the predictive capability of the structural model. The assessment of the inner model included the evaluation of path coefficients, significance testing through bootstrapping procedures, and the value of R^2 to determine the extent to which leadership, organizational support, and motivation contribute to explaining Satlinmas member performance.. The estimated R^2 value generated through the PLS algorithm is presented in Table 3.4

Tabel 4. R Square Results

Variable	R-square	R-square adjusted
Satlinmas Performance	0,790	0,785
Motivation	0,599	0,593

The coefficient of determination (R -square/ R^2) analysis showed that the Satlinmas member performance variable obtained an R^2 value of 0.790, as presented in Table 4.11. This finding indicates that leadership, organizational support, and motivation as independent variables were able to explain 79% of the variance in Satlinmas member performance. Meanwhile, the remaining 21% of the variance was explained by other factors outside the research model. These results demonstrate that the structural model has a strong explanatory capability in predicting Satlinmas member performance..

The effect size (f^2) analysis was conducted to determine the magnitude of the contribution of each exogenous variable to the endogenous constructs in the PLS-SEM model. The f^2 value indicates the extent to which an independent variable influences a dependent variable by assessing the change in the coefficient of determination (R^2) when a particular construct is removed from the model. According to Cohen's criteria, f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effect sizes, respectively. Therefore, the f^2 analysis provides additional information regarding the strength of relationships among constructs beyond the significance level of the path coefficients. The results of the f^2 test are presented in Table X, which illustrates the effect size of leadership, organizational support, and motivation on Satlinmas member performance..

Table 5. F Square Results

Variabel	Organizational Support	Leadership	Satlinmas Performance	Motivation
Organizational Support			0,189	0,189
Leadership			0,335	0,262
Satlinmas Performance				
Motivation			0,218	

The effect size analysis (f^2) showed that organizational support had a moderate effect on Satlinmas member performance, with an f^2 value of 0.189. Meanwhile, leadership demonstrated a strong effect on Satlinmas member performance, indicated by an f^2 value of 0.335. These findings suggest that leadership represents the strongest predictor in explaining performance improvement among Satlinmas members. Furthermore, motivation had a moderate effect on performance, with an f^2 value of 0.218, indicating that motivation contributes meaningfully to improving members' work outcomes. Overall, the f^2 results confirm that leadership, organizational support, and motivation provide different levels of contribution in explaining variations in Satlinmas member performance.

The predictive relevance of the structural model was assessed using the *Q-square* (Q^2) value obtained through the blindfolding procedure. The Q^2 value is used to evaluate the model's ability to predict observed values based on the estimated parameters. A structural model is considered to have predictive relevance when the Q^2 value is greater than zero, indicating that the model has adequate predictive capability. Conversely, a Q^2 value below zero indicates that the model has poor predictive relevance. Therefore, the predictive relevance test provides an evaluation of the extent to which the estimated parameters in the structural model can reproduce the observed values. The results of the Q^2 analysis are presented in Table.

Table 6. Predictive Relevance

Variable	Q^2 (=1-SSE/SSO)	Description
Motivation	0,599	Has predictive relevance
Satlinmas Performance	0,790	Has predictive relevance

The predictive relevance of the structural model was evaluated using the *Q-square* (Q^2) value. The results presented in the table indicate that the endogenous construct obtained a Q^2 value greater than zero. This finding demonstrates that the research model has predictive relevance and is capable of explaining the observed data. According to the PLS-SEM approach, a Q^2 value above zero indicates that the model possesses predictive capability, meaning that the exogenous constructs provide meaningful predictive information for the endogenous variable.

Hypothesis testing was conducted to examine the relationships among constructs in the structural model. The structural model assessment was performed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through SmartPLS software. The hypothesis testing process was evaluated based on the path coefficient values, *t-statistics*, and *p-values* obtained from the bootstrapping procedure. The path coefficients indicate the direction and magnitude of the relationship between exogenous and endogenous variables, while the significance level determines whether the proposed hypotheses are statistically supported.

A hypothesis is considered supported when the *p-value* is less than 0.05, corresponding to a 5% significance level, and the *t-statistic* value exceeds 1.96. These criteria indicate that the exogenous variables have a statistically significant effect on endogenous variables. The results of hypothesis testing provide evidence regarding the direct and indirect relationships among leadership, organizational support, motivation, and Satlinmas member performance. A detailed explanation of the hypothesis testing results is presented in the following section.

Table 7. Hypothesis Results

	Original sample (O)	T statistics (O/STDEV)	P values
Organizational Support → Satlinmas Performance	0,304	2,729	0,05
Organizational Support → Motivation	0,385	3,707	0,05
Leadership → Satlinmas Performance	0,349	3,382	0,05
Leadership → Motivation	0,454	4,627	0,05
Motivation → Satlinmas Performance	0,337	3,266	0,05

The hypothesis testing was performed using the bootstrapping procedure in the PLS-SEM analysis. The evaluation was based on the path coefficient (*Original Sample*), *t-statistic*, and *p-value*. A hypothesis was accepted when the *t-statistic* value exceeded 1.96 and the *p-value* was below 0.05, indicating a statistically significant relationship between exogenous and endogenous constructs.

The results showed that leadership had a positive and significant effect on Satlinmas member performance ($\beta = 0.349$; $t = 3.382$; $p < 0.05$). This finding indicates that improved leadership practices contribute to better performance among Satlinmas members. Effective leadership through clear direction, good communication, role modeling, and continuous guidance enables members to perform their responsibilities more effectively in maintaining community security and public order.

Furthermore, leadership was found to have a positive and significant effect on member motivation ($\beta = 0.454$; $t = 4.627$; $p < 0.05$). This result demonstrates that leadership represents an important factor in strengthening motivation among Satlinmas members. Leaders who provide clear instructions, demonstrate concern, establish positive working relationships, and provide moral support can increase members' enthusiasm and commitment in carrying out their duties.

Motivation also showed a positive and significant effect on Satlinmas member performance ($\beta = 0.337$; $t = 3.266$; $p < 0.05$). This finding confirms that motivated members tend to demonstrate higher responsibility, discipline, and commitment in completing their tasks. Motivation encourages members

to actively participate in community protection activities, support local government programs, and maintain public order.

Organizational support was also found to have a positive and significant effect on Satlinmas member performance ($\beta = 0.304$; $t = 2.729$; $p < 0.05$). This result indicates that adequate organizational support, including facilities, training, institutional guidance, recognition, and attention to members' needs, contributes to improving performance. Members who perceive stronger organizational support are more likely to demonstrate greater responsibility and effectiveness in performing their duties.

In addition, organizational support had a positive and significant effect on motivation ($\beta = 0.385$; $t = 3.707$; $p < 0.05$). This finding indicates that organizational attention and support can strengthen members' psychological attachment and motivation. When Satlinmas members feel valued, supported, and recognized by the organization, they tend to show higher enthusiasm, loyalty, and willingness to contribute to community protection activities.

The mediation analysis showed that motivation played a role in explaining the relationship between leadership and Satlinmas member performance. Leadership influenced motivation ($\beta = 0.454$), and motivation subsequently influenced performance ($\beta = 0.337$), resulting in an indirect effect of 0.153 (0.454×0.337). This finding indicates that leadership improves performance not only through direct influence but also by strengthening members' motivation. Therefore, motivation functions as a mechanism that enhances the impact of leadership on performance.

Similarly, motivation mediated the relationship between organizational support and Satlinmas member performance. Organizational support influenced motivation ($\beta = 0.385$), while motivation influenced performance ($\beta = 0.337^*$), producing an indirect effect of 0.130 (0.385×0.337). These results demonstrate that organizational support contributes to performance improvement by increasing members' motivation. When organizations provide adequate support, members feel more valued and encouraged, which ultimately leads to better work outcomes.

Discussion

The findings of this study indicate that leadership, organizational support, and motivation are important determinants of Satlinmas member performance in Ngariboyo District, Magetan Regency. The descriptive analysis showed that Satlinmas members generally perceived their performance as good, reflecting their ability to complete tasks, maintain discipline, demonstrate creativity, and contribute to community activities. Performance in the Satlinmas context is not only measured by administrative achievements but also by members' ability to actively participate in maintaining public order, supporting social activities, and assisting village or sub-district governments in community protection efforts.

The results also revealed that leadership was perceived positively by Satlinmas members, particularly in terms of providing direction, building working relationships, and encouraging cooperation. However, several aspects still require improvement, including consistency in guidance, communication quality, individual attention, and leaders' ability to adapt their leadership approaches according to members' needs. These findings support Yukl's (2020) view that leadership involves influencing individuals to understand what needs to be done and determining the most effective ways to achieve organizational objectives. Similarly, Robbins and Judge (2022) emphasize that leadership is the ability to influence others to work collaboratively toward organizational goals. In the Satlinmas context, effective leadership is essential because members operate in a social environment that requires coordination, discipline, and responsiveness to community needs.

The hypothesis testing results demonstrated that leadership had a positive and significant effect on Satlinmas member performance. This finding indicates that stronger leadership practices contribute to improved member performance. Clear instructions, effective coordination, role modeling, and continuous guidance enable Satlinmas members to better understand their responsibilities and perform their duties effectively. This result supports Yukl's (2020) leadership theory, which explains that effective leaders help individuals understand their tasks and improve work effectiveness. Furthermore, the transformational leadership perspective proposed by Bass (1985) explains that leaders can enhance performance by providing inspiration, intellectual stimulation, and individualized consideration. In Satlinmas organizations, leaders who act as role models and provide meaningful support can encourage members to demonstrate higher responsibility and commitment.

The effect size analysis showed that leadership had a moderate influence on performance, with an f^2 value of 0.235. This finding indicates that leadership represents an important factor in improving Satlinmas performance, although it is not the only determinant. Other factors, such as motivation, organizational support, work facilities, training, experience, and organizational climate, may also contribute to performance outcomes. The path coefficient value of 0.349 further confirms that leadership provides a substantial contribution to improving Satlinmas member performance.

Furthermore, leadership was found to have a positive and significant effect on member motivation. This finding suggests that Satlinmas members become more motivated when they experience effective leadership practices. In community-based organizations such as Satlinmas, motivation is not only influenced by material rewards but also by recognition, clear direction, trust, and positive relationships with leaders. Leaders who communicate effectively, provide support, and demonstrate fairness can strengthen members' willingness to perform their duties. This result is consistent with Bass's (1985) transformational leadership theory, which explains that leaders can increase motivation through inspirational motivation and individualized consideration. When leaders communicate the importance

of Satlinmas roles in society, members may perceive their work as meaningful social contributions rather than merely routine responsibilities.

Motivation was also found to have a positive and significant influence on Satlinmas member performance. This result confirms that motivated members are more likely to demonstrate responsibility, discipline, and commitment in carrying out community protection tasks. Based on Robbins and Judge's (2022) motivation theory, motivation determines the intensity, direction, and persistence of individual efforts toward achieving goals. In the Satlinmas context, motivation is reflected through members' willingness to participate in community activities, maintain public order, and continue performing their duties despite challenges in the field.

The effect size analysis showed that motivation had a moderate influence on performance. This finding highlights that motivation functions as an important psychological mechanism that connects organizational conditions with individual performance. However, motivation alone is insufficient to improve performance; it needs to be supported by effective leadership and adequate organizational support. Therefore, strengthening Satlinmas performance requires not only supervision and training but also efforts to maintain members' internal and external motivation.

Organizational support was also found to have a positive and significant effect on Satlinmas member performance. Members who perceive greater organizational support tend to demonstrate better performance because they feel valued and recognized by the organization. Organizational support may include adequate facilities, training opportunities, appreciation, clear communication, fair treatment, and attention to members' needs. These findings are consistent with the Perceived Organizational Support theory proposed by Rhoades and Eisenberger (2002), which states that employees who feel their contributions are valued and their welfare is considered will develop stronger commitment and positive work behaviors.

The effect size of organizational support on performance was categorized as moderate. This indicates that organizational support contributes meaningfully to improving Satlinmas performance, although its influence may be lower than leadership. This can be explained because organizational support mainly creates supportive working conditions, while daily performance is also influenced by leadership behavior and individual motivation. Therefore, strengthening organizational support through regular guidance, adequate facilities, effective communication, and appropriate recognition is necessary to improve Satlinmas effectiveness.

Finally, the findings demonstrate that motivation mediates the relationship between leadership and organizational support with Satlinmas member performance. Leadership and organizational support do not only directly influence performance but also improve performance by increasing members' motivation. This finding emphasizes that motivation serves as a psychological mechanism

explaining how organizational factors are transformed into better work outcomes. Leaders who provide direction, recognition, and emotional support, combined with organizations that provide adequate resources and appreciation, can strengthen members' motivation and ultimately improve performance.

Overall, this study confirms that improving Satlinmas performance requires an integrated approach involving effective leadership, stronger organizational support, and continuous motivation development. Leadership represents the most strategic factor because it directly influences both motivation and performance. Therefore, strengthening leadership capacity through communication improvement, coaching, coordination, role modeling, and motivational approaches should become a priority for improving Satlinmas performance in Ngariboyo District, Magetan Regency.

4. CONCLUSIONS

This study concludes that the overall conditions of leadership, organizational support, motivation, and performance among Community Protection Unit (*Satuan Pelindungan Masyarakat/Satlinmas*) members in Ngariboyo District, Magetan Regency, are categorized as good. Satlinmas leadership has been perceived as effective in providing direction, guidance, and encouragement to members. Although members generally feel supported by the organization, several aspects of organizational support still require improvement. Furthermore, members demonstrate strong motivation reflected through their enthusiasm, commitment, and willingness to perform community protection duties, which contributes to the effective implementation of Satlinmas responsibilities.

The findings confirm that leadership has a positive and significant effect on Satlinmas member performance. Effective leadership enables members to understand their responsibilities, receive appropriate guidance, and develop better work practices. Leaders who are able to provide clear direction, demonstrate good examples, and maintain effective communication can improve the quality of member performance in carrying out community protection tasks.

Leadership also has a positive influence on member motivation. Effective leaders play an important role in developing enthusiasm, commitment, and achievement-oriented behavior among Satlinmas members. This finding highlights that leadership is not only related to task management but also functions as a mechanism for strengthening members' psychological motivation in performing their duties.

The results further demonstrate that motivation has a positive effect on Satlinmas member performance. Members with higher motivation tend to demonstrate greater enthusiasm, discipline, responsibility, and commitment in completing their duties. Therefore, strengthening motivation becomes an essential strategy for improving performance, particularly in community-based organizations where members' commitment plays an important role.

Organizational support was also found to have a positive effect on both performance and motivation. Support in the form of facilities, training, attention, recognition, and fair treatment encourages members to perform their responsibilities more effectively. When Satlinmas members perceive that their contributions are valued and that the organization provides adequate support, they develop stronger motivation and demonstrate better performance.

Furthermore, motivation functions as a mediating variable in the relationship between leadership, organizational support, and performance. Leadership improves performance not only through direct influence but also by increasing members' motivation. Similarly, organizational support strengthens performance by creating conditions that encourage greater motivation among members. These findings indicate that motivation serves as an important psychological mechanism connecting organizational factors with individual performance outcomes.

Overall, improving Satlinmas performance requires an integrated approach that strengthens leadership capacity, increases organizational support, and maintains member motivation. Local governments and Satlinmas management should focus on developing effective leadership practices, providing adequate organizational resources, strengthening communication, and recognizing member contributions to ensure sustainable improvement in community protection services.

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