

The Effect of Working Environment, Leadership and Organizational Culture on Law Enforcement Officers' Performance: The case of Police Resort at Musi Rawas Regency

Harsono, Diah Isnaini & Choiriyah

Universitas Muhammadiyah Palembang

Corresponding Author: harsonoregama35@gmail.com
diah_isnaini@yahoo.com, choiriyahmp@yahoo.co.id

Article Information:

Received: May 19, 2025, Accepted: May 26, 2025, Published: May 31, 2025

Abstract

This research aims to determine the influence of the work environment, leadership, and organizational culture on the performance of Musi Rawas Resort Police Members. This type of research is associative; the variables used in this research are work environment, leadership, and organizational culture. The objects of this research are all members of the Musi Rawas Police Department. The population in this study consisted of 188 members, and the sample size was determined using the Slovin formula with a 5% error rate, resulting in a total sample of 128 members. The sampling method used was cluster sampling. The primary data used in this research were collected through a questionnaire. The analysis technique employed is multiple linear regression, utilizing the SPSS application. The research results demonstrate that 1) the work environment, leadership, and organizational culture have a positive and significant influence on the performance of members of the Musi Rawas Resort Police. 2) The work environment has a positive and significant influence on the performance of members of the Musi Rawas Resort Police. 3) Leadership has a positive and significant influence on the performance of members of the Musi Rawas Resort Police. 4) Organizational culture has a positive and significant influence on the performance of members of the Musi Rawas Resort Police. The coefficient of determination obtained indicates that the work environment, leadership, and organizational culture contribute 69.5% to performance; the remaining 30.5% is influenced by other variables not studied.

Keywords: Working Environment, Leadership, Organizational Culture, Law Enforcement Officers' Performance

1. Introduction

Human Resource Resources (HR) focuses on human resources who hold important positions and are loyal to institutions and organizations. It follows that if the human resources owned by a company or organization are a vital asset for the organization, even if the organization has significant capital and the same modern equipment, that doesn't mean there are no humans. Therefore, organizations must be able to coordinate, guide, motivate, and evaluate them so that they can develop powerful human resources and form an effective and efficient workforce. The performance of a member of the National Police is critical because it is a benchmark for the

Published by:

success of a worker or employee. According to [Afandi \(2018\)](#), performance is a result of the work process of a National Police member who has fulfilled the requirements of standard work that a government agency determines. According to Kasmir (2016), performance is influenced by several factors, including ability and skills, knowledge, work experience, personality, work motivation, leadership, organizational culture, work satisfaction, work environment, loyalty, commitment, and work discipline.

One of the variables that influences performance in a work environment. According to [Sedarmayanti \(2017\)](#), the work environment is a place where several groups collaborate to achieve the company's goals in line with its vision and mission. [Sedarmayanti \(2017\)](#) notes that working environmental conditions are optimal when people carry out their work activities healthily and safely. The appropriateness of the working environment can be considered less than good, and it cannot change the amount of work and the better time. It does not support the acquisition of an efficient work system. This result is supported by the findings of research conducted by Gitonga and Gachunga (2015), which demonstrate that the work environment affects the performance of National Police members. In addition, [Samson, Waiganjo, and Koima \(2015\)](#) demonstrated a strong relationship between the work environment and performance. This is different from the results of [Wardhani's \(2017\)](#) study, which showed that the work environment does not affect performance. Another factor that influences the performance of this research is leadership. According to [Hasibuan \(2016\)](#), leadership is an essential part of the process of leadership and management of the National Police; working well and being a member of the National Police does his task. The success of an organization is also not independent of the power of its leader because an influential leader is able to reap the resources of the company in the lead, have the ability to direct the activities of those they lead, anticipate all the changes that occur suddenly, and correct all the problems that arise, are able to bring the organization to the goals that have been agreed upon and the timeframe that has been set.

Apart from work environment and leadership, work culture also influences performance. According to Nimran in [Busro \(2020\)](#), culture is a system of meanings that is co-owned by an organization, differentiating it from other organizations. An organization's culture is a shared perception held by a members of an organization, which then influences how people work and behave in the members of an organization so that the value system of the value system is able to differentiate the other organization from the other organization.

One of the agencies that is required to improve the quality of human resources is the police agency. The Indonesian National Police are required to perform well in the community as protectors of the community. The Resort Police (Polres) are required to carry out their duties and functions to the community. Every member of the Police must comply with every regulation that has been set as a form of learning for the community, so that it is in line with the vision and mission of the organization. The Indonesian National Police is one of the Government institutions directly under the President (MPR Decree Number VII / MPR / 2000 concerning the role of the TNI and the Role of the POLRI). The function of the Police is one of the functions of the state government in the field of maintaining public security and order, law enforcement, protection, protection, and service to the community ([Article 2 of Law of the Republic of Indonesia Number 2 of 2002](#)). The Indonesian National Police aims to realize domestic security, which includes maintaining public order and security, order and enforcement of the law, protection, protection, and service to the community, and fostering public peace by upholding

human rights (Article 4 of [Law Number 2 of 2002](#)). The Indonesian National Police is a state apparatus that plays a role in maintaining public order and security, enforcing the law, and providing protection and protection to the community to maintain domestic security (Article 4 of [Law Number 2 of 2002](#)). The primary duties of the Indonesian National Police are to maintain public order and security, enforce the law, and provide protection, protection, and service to the community (Article 13 of Law Number 2 of 2002). The Indonesian National Police is one of the organizations that functions to maintain public security and order, in addition to being tasked with investigating cases, enforcing the law, and protecting and serving the community as mandated in Article 13 of [Law Number 2 of 2002](#). The researcher conducted research at the Musi Rawas Police and Polsek. Then, the researcher was interested in finding out the conditions and problems found, especially the performance of Police Members at the Musi Rawas Police.

Various strategies are carried out to improve the performance of the Police, one of which is by implementing the Regulation of the Chief of Police of the Republic of Indonesia Number 02 of 2018 concerning the performance assessment of members of the Indonesian National Police with the Performance Management System. The Regulation of the Chief of Police of the Republic of Indonesia states that to improve and develop the performance of members of the Indonesian National Police based on competency, it is necessary to provide an assessment based on objective, transparent performance standards and table accounts in order to encourage achievement, productivity, dedication, and work loyalty.

The Musi Rawas Police is one of the Polres that always tries to evaluate the performance of its members. Currently, the performance of the Police is not optimal. In relation to the performance phenomenon found during the pre-research interview with one of the members of the Musi Rawas Police, the issue of work quality, some members do not understand and do not understand how to complete the data requested by their superiors but do not try to find out and are not actively seeking solutions to this ignorance. So, there are jobs that are ultimately not completed at all and are in the hands of the member who was first given responsibility. Finally, the job is handed over to other members who are considered more competent. This means that not all members of the Police have the competence to complete the job. The phenomenon of the performance of Polri members also occurs in the ineffective use of Resources at the Musi Rawas Police, such as the placement of members who are not competent in their fields in places where criminal investigation services or handling criminal cases significantly affect performance, especially in terms of case handling services at the Polres and Polsek-polsek in the ranks of the Musi Rawas Police Resort. This can be seen from the case handling report, namely the Police Report (LP) service. Good performance can be seen from the proper completion of case handling, which is carried out consistently. There is also a comparison of the number of criminal acts (JTP) and Criminal Case Resolution (PTP) from 2020 to 2024 at the Musi Rawas Police.

Based on initial observation, the performance of criminal case resolution at the Musi Rawas Police and Polsek Jajaran may experience an increase and decrease in terms of the quality of criminal case resolution in the community, and there is an inconsistency in serving the community. Related to work competence, there is a phenomenon of a lack of investigators understanding the minutes of the examination because many members of the criminal investigation unit have not undergone criminal investigation vocational education or criminal investigation training, so they are less proficient in carrying out examinations of perpetrators, victims and witnesses of a crime. Timeliness standards are needed to present relevant

information. The phenomenon of timeliness standards significantly affects performance. From interviews with several members, it was found that during working hours, some members did not make many meaningful work contributions; more work time was spent playing on cell phones and watching TikTok and YouTube. Through initial observations conducted on several members of the Musi Rawas Police, it was also found that there was a phenomenon regarding attendance and punctuality; there were several members who still often came late and did not go to work on the grounds that their homes were very far from the office and the work hours were too early at 07.00. Still, several members only came to the office at 07.30, so they were late; absences usually occur if it rains heavily on that day, so they cannot go to the office. These things illustrate the standards of punctuality that are not met. Another factor that influences performance is the work environment. When the researcher interviewed one of the members of the Musi Rawas Police, there was a phenomenon of a non-physical work environment in relation to the attention and support of the leadership that was still felt to be lacking, such as the leadership not often providing direction, confidence, attention and appreciation to members, which indicated that the leadership had not listened to the opinions of members and was appreciated in roll call forums or meetings, even praise and appreciation were rarely expressed in every large or small meeting. In addition, the phenomenon of group cooperation, especially the relationship between fellow Polri members at the Musi Rawas Police Resort, is still problematic. Where this phenomenon still exists is jealousy between Polri members about the division of tasks in the staff section and in the operational section, which prioritizes sectoral ego so that it can affect the results of a regional or centralized operation. The results of interviews with several members of the Musi Rawas Police obtained a phenomenon about how the smoothness of communication in the work environment between one member and another or between one section and another is still less active due to the enormous workload carried by each member, resulting in their venting with bad things such as online gambling, drugs, and others. Leadership also affects the performance of Polres members. Leadership in the public sector has a very crucial role. A leader is not only a decision-maker but also a driver of change, innovator, and motivator for all levels of the organization. Effective leadership can create a shared vision, motivate employees, and build a work culture that is oriented towards improving the quality of service to the community. In the context of public service, leaders who can understand and respond to the needs of the community quickly and appropriately will significantly determine the quality of service provided.

Performance can be influenced by leadership. Although members already know their duties and responsibilities, they also need closeness, trust, and sensitivity from the leader. The leadership implemented by the leader also decreases and increases in achieving maximum member performance. Leaders are also required to be sensitive and able to analyze the weaknesses and strengths of their members, both internal and external, so that they can solve the problems faced and further improve the performance of their members. Based on initial observations of several Musi Rawas Police Members, leadership changes occur relatively fast and irregularly. Changes in leadership will cause different leadership styles, and this also has an impact on employee performance. Several leadership problems in the Police can be seen from the leadership indicators, namely affecting performance and a climate of mutual trust; in this phenomenon, the change of leadership during the handover will cause subordinates to adapt again, it will affect member performance, then the indicator of appreciation for subordinate ideas in this phenomenon is the arrogant attitude of leaders who do not want to listen to input from subordinates and are slow in making decisions, which should be taken quickly but are often

taken in a long-winded manner and take a long time. In carrying out daily tasks, leaders sometimes need to consider the feelings of subordinates; this phenomenon occurs in female police officers who are married. Sometimes, in carrying out their duties serving the community, they often clash with personal interests between family and service; this must be addressed early in arranging their time.

Leadership is the behavior of a leader that someone uses when they want to influence others. Various types of leadership can be used by a leader to influence and motivate their subordinates so that they can improve the performance of their subordinates in doing their work. The less-than-optimal performance above is also influenced by organizational culture. The researcher also interviewed one of the members of the Musi Rawas Police in relation to indicators that often commit violations, explaining that members who have had disciplinary hearings are always looked down on by the leadership as if there is no improvement in this mistake, which makes members bored to do better. This illustrates the results of work that does not get support from members and the organization.

In addition to the work environment and leadership, performance is also influenced by organizational culture factors. The organizational culture of researchers also found another phenomenon in the Musi Rawas Police office regarding the indicator of attention to detail; there are problems where there are still members of the Police who are not detailed or thorough in completing their work because there is still negligence in carrying out careful recording of criminal data, carrying out tasks that are not in accordance with SOPs, thoroughness in filling out reports, case handling processes, investigations and interactions with the community. Furthermore, some members carry out their work always oriented towards results, resulting in the phenomenon of members who work at the Musi Rawas Police and Polsek ranks working and serving as they please, following their mood in working, so that it seems like a careless work attitude and not in accordance with the expectations of the leadership or agency. This shows attitudes and values that are not yet good, so the work produced is not optimal, such as the resolution of criminal acts and the awarding of awards for uncovering major cases that are not optimal. In an organization, of course, some teams are divided to facilitate the tasks given to be in accordance with the expectations of the agency. At the same time, there are indicators of team orientation where members establish poor relationships and communication; there is a police team carrying out operations that require coordination between patrol units, criminal units, and intelligence units; this is not shown as team orientation, if they help each other share information and work together harmoniously, optimal results will be achieved. The community still expects an increase in the role and duties of the Police as guardians, protectors, and public servants, as well as clean law enforcers. Police reform is a continuous process of building and strengthening identity, realizing the rooting of visions and missions in all ranks, increasing the efficiency and effectiveness of organizational structures, developing service instruments and facilities, and consistently improving professional culture and ethics.

2. Literature Review

The Influence of Work Environment, Leadership, and Organizational Culture on the Performance of Polri Members at the Musi Rawas Police. According to [Kasmir \(2016\)](#) and [Tangkalisian \(2007\)](#), the factors that influence performance include the Work Environment, Leadership, and Organizational Culture. In a study conducted by [Afnita, Handayani \(2022\)](#), [Lousyiana, Harlen \(2015\)](#), [Reynilda \(2020\)](#), and [Kusumawati \(2008\)](#) research, the results

showed that the Work Environment had a positive and significant effect on employee performance, leadership had a positive and significant effect on employee performance, and Organizational Culture had a positive and significant effect on employee performance.

There are many complaints and complaints from the public about the quality of service because there are still members who are not optimal in carrying out their duties namely the duties and responsibilities of the work are not in accordance with their abilities, so that the quality of their work results is not in accordance with the standard operating procedures which results in work standards not being met, not consistently carrying out obligations to serve the community wholeheartedly, cooperation between members has not contributed to the performance of the Musi Rawas Police, lack of increased competence through training and education to support the career of each member, still lack firmness in implementing punishment if a member makes a mistake and lack of adequate rewards if a member reveals a case, there are no incentives that make members improve their performance. There are still many officers who, if there are differences of opinion in a job, their relationship is less harmonious because they are not open-minded or big-hearted in accepting criticism and input from other members, and collaboration is sometimes a little tricky; there are still many members who do not ask permission from their superiors if they want to leave the office and there are still many members who work double orders so that fatigue results in work that is not optimal or maximal and others. Members of the Musi Rawas Police have not shown optimal performance. This is characterized by problems related to the work environment, leadership, and organizational culture that affect their performance.

The Influence of the Work Environment on the Performance of Polri Members at the Musi Rawas Police. According to [Kasmir \(2016\)](#), one factor that influences employee performance is the work environment. The work environment has a relationship with employee performance, as [Mangkunegara \(2017\)](#) states. A research study, according to [Gitonga and Gachunga \(2015\)](#), provides research results showing that the work environment has no significant influence on performance. The phenomenon of the work environment that can be seen is that members still do not receive attention and support from leaders who are still felt to be lacking, such as leaders not often providing direction, confidence, attention, and appreciation to members, which indicates that leaders have not listened to members' opinions and are appreciated in roll call forums or meetings, even praise and gratitude are rarely expressed in every large or small meeting. There is still jealousy among members of the Indonesian National Police regarding the division of tasks in the staff section and in the operational section that prioritizes sectoral egos so that it can affect the results of a regional or centralized operation. The smoothness of communication in the work environment between one member and another or between one section and another is still less active due to the enormous workload carried out by each member, resulting in their venting about bad things such as online gambling, drugs, and others. If this continues, it will hinder the achievement of the goals of the Musi Rawas Resort Police.

The Influence of Leadership on the Performance of Polri Members at the Musi Rawas Police. Leadership is one factor in improving employee performance because leaders are the backbone of organizational development, encouraging and influencing good work enthusiasm in employees. According to [Kasmir \(2016\)](#), [Afandi \(2021\)](#), and Prawirosentono in [Damayanti \(2013\)](#), leadership influences performance. In a study conducted by [Afnita, Handayani \(2022\)](#), [Abdullah \(2022\)](#), the results of the study showed that leadership has a positive and significant effect on employee performance. [Pamungkas & Widyowati, \(2020\)](#), the test results showed that

increasing employee performance was influenced by how leaders explain how to work effectively. The phenomenon of leadership has also not shown professionalism or proportionality in leading. This is evident from the ability of the supervisor (supervisor ability), who has not been able to provide an example to all staff and employees. The unclear chain of command so that there is overlap in delegating authority to create a pleasant, cooperative relationship. There are still many who, when given ideas and suggestions, do not want to listen, are offended, or are not yet magnanimous. There is still one-way communication, so collaboration is still not optimal. There is no compensation if members have exemplary achievements. Suppose members make mistakes or fail to carry out their duties. In that case, the arrogance of the leadership will arise in the assessment of subordinates based on past evaluations that ignore work achievements so that there are still those who are not objective. There is no consideration of the feelings of subordinates, especially for female police members. There has been no provision of introductory bonuses for the work achievements of their subordinates. In relation to decisiveness, leaders have not provided decisiveness for employees who commit violations. Rewards or appreciation for those who work well and punishment for those who are lazy have not been carried out objectively.

The Influence of Organizational Culture on the Performance of Police Members at the Musi Rawas Police. According to [Kasmir \(2016\)](#), Yuwono in [Tangkalisan \(2007\)](#) also, according to [Tangkalisan \(2007\)](#), factors that influence performance include Organizational Culture. In a study conducted by [Afnita, Handayani \(2022\)](#), [Zulkarnain et al. \(2020\)](#) [Reynida \(2020\)](#), [Abdullah \(2022\)](#), the results of the study showed that Organizational Culture has a positive and significant effect on employee performance. However, according to [Fatiria and Nawawi \(2021\)](#) and [Rahajeng \(2022\)](#), organizational culture has a positive and insignificant effect on performance. The phenomenon that occurs in this organizational culture is seen in police members who are still not detailed or thorough in completing their work because there is still negligence in carrying out careful recording of criminal data, carrying out tasks that are not in accordance with SOP, thoroughness in filling out reports, case handling processes, investigations and interactions with the community. In the phenomenon of orientation to results, there are still many criminal cases that are not optimal, and the awarding of awards for uncovering major cases that are not optimal. For the phenomenon of team orientation, where there is a police team carrying out operations that require coordination between the patrol unit, criminal unit, and intelligence unit, this is not shown in team orientation if they help each other share information and work together harmoniously then optimal results will be achieved.

3. Research Method

The object of this research is the Musi Rawas Police and Polsek in the ranks of the Musi Rawas Police, which is a government institution under the President of the Republic of Indonesia, namely the Musi Rawas Police Resort located at Jl. Lintas Sumatera, Beliti Baru Village, Beliti District, Musi Rawas Regency, South Sumatra Province and Nine Polsek including Beliti Police, Kelingi Police, Lakitan Police, Jayaloka Police, BTS Ulu Cecar Police, Megang Sakti Police, Tugumulyo Police, Ulu Trawas Police. The research methods that will be used in this study are the descriptive method and the verification method. In this study, the researcher chose a quantitative research approach to answer the problem because this study aims to obtain direct data that can be calculated or managed through statistics. The dependent variable in this study is performance with indicators of quality, competence, and standards. The independent variables are the work environment, leadership, and organizational culture. The indicators of

the work environment are the attention and support of leaders, cooperation between groups, and smooth communication. The indicators of leadership are a climate of mutual trust, appreciation of subordinates' ideas, and consideration of the feelings of subordinates. The indicators of organizational culture are attention to detail, orientation to results, and orientation to the team. The population used in this study were all members of the Polsek Jajaran in Polres Musi Rawas, namely 9 Polsek, totaling 188 people. In this study, a sample of 128 respondents was used. Furthermore, the probability sampling technique was determined with the Cluster Sampling technique, namely a sampling technique that divides the population into several groups or clusters; in this case, the cluster referred to is the Work Unit (SATKER). Then, several clusters were selected randomly, and all members in the chosen cluster became samples. The data collection method used in this study was interviews and questionnaires, namely the answers from respondents to a series of questions related to the Influence of the Work Environment, Leadership, and Organizational Culture on the Performance of Polsek Jajaran Members in Polres Musi Rawas according to the indicators used by the researcher. The analysis used in this study was multiple regression analysis.

4. Findings and Discussions

Multiple linear regression analysis was used to determine the regression between the variables Work Environment, Leadership and Organizational Culture, the result can be seen in the following table:

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	0,798	0,176		4,526
1 Working Environment	0,192	0,033	0,346	5,826
Leadership	0,344	0,059	0,364	5,866
Organizationl Culture	0,272	0,043	0,345	6,293

Based on Table 1 above, it can be arranged into a multiple linear regression equation as follows:

$$Y = 0.798 + 0.192 X1 + 0.344 X2 + 0.272 X3$$

From the multiple regression equation, it can be described that: a) The constant value of 0.798 (positive) indicates that if the performance of Polri members remains even without the Work Environment (X1), leadership (X2) and organizational culture (X3), there is no or a value of 0 (zero), then the member's performance will remain at 0.798. b) The Work Environment coefficient value of 0.192 (positive) indicates that the Work Environment has a positive effect on member performance. This means that if there is an increase in the Work Environment, member performance will increase, and vice versa. If there is a decrease in the environment, member performance will decrease, assuming leadership and organizational culture remain the same. c) The leadership coefficient value of 0.344 (positive) indicates that leadership has a positive effect on member performance. This means that if there is an increase in leadership, member performance will increase, and vice versa. If there is a decrease in leadership, member performance will decrease, assuming the work environment and organizational culture remain the same. d) The value of the Organizational Culture coefficient of 0.272 (positive) indicates that Organizational Culture has a positive effect on member performance. This means that if

there is an increase in organizational culture, member performance will increase, and vice versa. If there is a decrease in organizational culture, member performance will decrease, assuming the work environment and leadership remain the same.

The F test is used to determine whether the variables of working environment, leadership and organizational culture simultaneously affect performance. The results can be seen in the following table:

Table 2. F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	26.933	3	8.978	97.482	.000 ^b
Residual	11.420	124	.092		
Total	38.353	127			

The t-test aims to test the independent variables partially/individually against the dependent variables, with the following results: see Table 1:

The Influence of Work Environment, Leadership, and Organizational Culture Together on the Performance of Polri Members. The results of the research and simultaneous analysis conducted in this study demonstrate that the work environment, leadership, and organizational culture have a significant influence on the performance of Polres Musi Rawas members. This indicates a positive or unidirectional linear relationship between the variables of the work environment, leadership, and organizational culture and member performance, suggesting that improving these factors can have a positive impact on enhancing member performance at Polres Musi Rawas. This result is in accordance with the theory put forward by [Kasmir \(2016\)](#). According to [Tangkalisan \(2007\)](#), many factors influence employee performance, including the work environment, leadership, and organizational culture. Thus, the results of this study prove that the influence of the work environment, leadership, and organizational culture on member performance is proven theoretically. These results are in line with previous studies conducted by [Afnita, Handayani \(2022\)](#), Lousyiana and Harlen (2015), and Kusumawati's research (2008), with research results that prove a significant influence of the work environment, leadership, and organizational culture on employee performance.

The Influence of the Work Environment on the Performance of Police Members at the Musi Rawas Police. Based on the research and partial analysis carried out in this study, this study proves that the work environment significantly influences the performance of members at the Musi Rawas Police. This shows a positive or unidirectional linear relationship between work environment variables and member performance, which means that if the work environment can be improved, it will have a positive impact on improving member performance. These results are in accordance with the theory put forward by [Kasmir \(2016\)](#) that many factors affect performance, one of which is the Work Environment. Likewise, according to Robbins in [Maulana \(2015\)](#), one of the factors that affect employee performance is the work environment. So, the results of this study prove that the work environment influences member performance, as proven theoretically. These results are in line with the research conducted by [Afnita, Handayani \(2022\)](#), [Zulkarnain et al. \(2020\)](#), [Reynilda \(2020\)](#), the results of their research prove that there is a significant influence of the work environment on employee performance. However, this is different from Rismawati's research (2016), which shows that the work environment does not influence performance. In addition, the results of Diana Pramudya's

research (2017) show that the work environment does not influence performance. Based on the problems that arise related to the work environment, the researcher suggests that the leader's attention to subordinates be prioritized, especially in providing awards in the form of incentives if there are members who succeed in making innovations or uncovering major cases. Together with members once a week, hold a coffee break to foster good cooperation so that each member has responsibility in each of their jobs and foster an attitude of collaboration and empathy if there are members who are on duty who are unable to attend due to illness, the reserve duty can replace them, this requires mutual communication in social media groups in the police station group such as WhatsApp, both between colleagues, superiors and subordinates so as to help smooth the implementation of tasks to serve the community.

The Influence of Leadership on the Performance of Police Members at the Musi Rawas Police Resort. Based on the results of research and partial analysis that have been carried out in this study, it proves that there is a dominant (dominance) and significant influence of leadership on the performance of members at the Musi Rawas Police. This shows a positive or unidirectional linear relationship between leadership variables and member performance, which means that if leadership can be improved, it will have a positive impact on enhancing member performance. These results are in accordance with the theory put forward by [Kasmir \(2016\)](#), [Afandi \(2021\)](#), and Prawirosentono in [Damayanti \(2013\)](#); many factors influence performance, one of which is leadership; according to [Hasibuan \(2016\)](#), leadership and essential thing in management, because of leadership the management process will run well, and members of the Police will be enthusiastic in carrying out their duties. The results of this study prove that leadership influences member performance, which is proven theoretically. These results are in line with previous research conducted by [Afnita, Handayani \(2022\)](#), [Abdullah \(2022\)](#), with research results proving that there is an influence that leadership has on employee performance. In addition, this study is also in line with research conducted by [Pamungkas & Widyowati, \(2020\)](#), and Wahyuningsih (2015) state that leadership has a significant influence on employee performance.

5. Conclusion

The Influence of Organizational Culture on the Performance of Police Members at the Musi Rawas Police Resort. Based on the results of research and partial analysis that have been carried out in this study, it proves that there is a significant influence of organizational culture on the performance of members at the Musi Rawas Police. This shows a positive or unidirectional linear relationship between organizational culture variables and member performance, which means that if organizational culture can be improved, it will have a positive impact on enhancing member performance. This result is in accordance with the theory put forward by [Kasmir \(2016\)](#) and Yuwono in [Tangkalisan \(2007\)](#). According to [Tangkilisan \(2007\)](#), many factors influence performance, including organizational culture. So, the results of this study prove that there is an influence of organizational culture on member performance, proven theoretically. These results are in line with previous studies conducted by [Afnita, Handayani \(2022\)](#), [Zulkarnain et al. \(2020\)](#) [Reynida \(2020\)](#), [Abdullah \(2022\)](#), with research results proving that there is a significant influence of organizational culture on employee performance. In contrast to the research of [Mewahaini \(2022\)](#), organizational culture does not influence performance.

References

Published by:

- Abdullah, L. A. (2022) Pengaruh Likuiditas, Profitabilitas, Leverage, Ukuran Perusahaan, Dan Kondisi Keuangan Terhadap Opini Going Concern (Studi Empiris pada Industri Pariwisata dan Transportasi yang Terdaftar Di BEI Tahun 2017-2021). Undergraduate thesis, Universitas Hayam Wuruk Perbanas Surabaya. <http://eprints.perbanas.ac.id/9955/>
- Afandi, P. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Riau: Zanafa Publishing. <https://perpustakaan.binadarma.ac.id/opac/detail-opac?id=5819>
- Afnita, N., & Handayani, S. (2022). Relationship between Organizational Culture, Leadership, Satisfaction with Employee Performance in Hospitals. Jurnal Mahasiswa BK An-Nur : Berbeda, Bermakna, Mulia, 8(2), 73. DOI: <http://dx.doi.org/10.31602/jmbkan.v8i2.7108>
- Busro, Muhammad. 2020. Teori-teori manajemen sumber daya manusia. Jakarta; Prenadamedia Group. <https://www.scribd.com/document/578251816/Teori-Teori-Manajemen-Sumber-Daya-Manusia-Muhammad-Busro-Z-lib-org>
- Damayanti, Susilaningsih, Sumaryati, S. (2013). Pengaruh Kompensasi dan Motivasi Kerja Terhadap Kinerja Karyawan Perusahaan Daerah Air Minum (PDAM) Surakarta. Jupe UNS, Vol 2, No 1. <https://download.garuda.kemdikbud.go.id/article.php?article=1416584&val=4068&title=PENGARUH%20KOMPENSASI%20DAN%20MOTIVASI%20KERJA%20TERHADAP%20KINERJA%20KARYAWAN%20PERUSAHAAN%20DAERAH%20AIR%20MINUM%20PDAM%20SURAKARTA>
- Fatiria, M. N., & Nawawi, M. T. (2021). Pengaruh Kepemimpinan, Budaya Organisasi, Lingkungan Kerja Terhadap Kinerja Dengan Motivasi Sebagai Variable Mediasi Pada PT. ATM. Jurnal Manajerial dan Kewirausahaan Vol3(3). DOI: <https://doi.org/10.24912/jmk.v3i3.13211>
- Gitonga, L. & Gachunga, H. (2015). Influence Of Work Environment On Organizational Performance in Government Ministries in Kenya. The Strategic Journal of Business and Change Management, 2(83), 1043-1071. <https://download.garuda.kemdikbud.go.id/article.php?article=2977282&val=26653&title=The%20role%20of%20employee%20performance%20mediation%20on%20organizational%20performance>
- Hasibuan, M. S. P. (2016). *Manajemen Dasar; Pengertian dan Masalah*. Edisi Revisi Jakarta: PT. Bumi Aksara. https://books.google.co.id/books/about/Manajemen_Sumber_Daya_Manusia.html?hl=id&id=ZQk0tAEACAAJ&redir_esc=y
- Kasmir. (2016). Manajemen Sumber Daya Manusia (Teori dan Praktik) (Edisi ke-5). PT Raja Grafindo Persada. <https://www.rajagrafindo.co.id/produk/manajemen-sumber-daya-manusia-teori-dan-praktek/>
- Kusumawati, Ratna. (2008). Analisis Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Untuk Meningkatkan Kinerja Karyawan (Studi Kasus Pada RS Roemani Semarang). Jurnal Ekonomi dan Bisnis Vol. 3 No. 148 6, <https://media.neliti.com/media/publications/56853-ID-analisis-pengaruh-budaya-organisasi-dan.pdf>.
- Lousyiana dan Harlen (2015). “Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja dan Kinerja Perawat di Rumah Sakit Islam Ibnu Sina Pekanbaru.”

Jurnal Tepak Manajemen Bisnis. Vol. VII No. 3.
<https://jtmb.ejournal.unri.ac.id/index.php/JTMB/article/viewFile/3021/2953>

Maulana, S. M., Heru, Susilo. (2015). "Implementasi E-commerce Sebagai Media Penjualan Online (Studi Kasus Pada Toko Pastbrik Kota Malang)." Jurnal Administrasi Bisnis S1 Universitas Brawijaya, vol. 29, no. 1, Dec. 2015, pp. 1-9.
<https://www.neliti.com/publications/86512/implementasi-e-commerce-sebagai-media-penjualan-online-studi-kasus-pada-toko-pas#cite>

Mewahaini, H. dan Sidharta, H. (2022). Pengaruh Budaya Organisasi Dan Etos Kerja Terhadap Kinerja Karyawan Pada Perusahaan Mayangkara Group Performa: Jurnal Manajemen dan Start-Up Bisnis Volume 7, Nomor 6.
<https://journal.uc.ac.id/index.php/performa/article/view/3041/2256>

Pamungkas, A. S., Widowati, S. Y. (2020) Pengaruh Kepemimpinan, Lingkungan Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi pada pegawai non medis RS Dr. Kariadi Semarang) Fakultas Ekonomi Universitas Semarang Majalah Ilmiah Solusi Vol. 18, No. 3 Juli 2020.

https://www.researchgate.net/publication/348238168_PENGARUH_KEPEMIMPINAN_LINGKUNGAN_KERJA_DAN_DISIPLIN_KERJA_TERHADAP_KINERJA_KARYAWAN_Studi_Pada_Pegawai_Non_Medis_Instalasi_Sterilisasi_Di_RS_Dr_Kariadi_Semarang/Fulltext/5ff5331da6fdccdb833a9de/PENGARUH-KEPEMIMPINAN-LINGKUNGAN-KERJA-DAN-DISIPLIN-KERJA-TERHADAP-KINERJA-KARYAWAN-Studi-pada-pegawai-non-medis-Instalasi-Sterilisasi-di-RS-Dr-Kariadi-Semarang.pdf.

Rahajeng, R. S. (2022) *Pengaruh Aplikasi Tiktok Terhadap Perkembangan Sosial Emosional Anak Usia Dini Di Kabupaten Magetan*. Skripsi (S1) thesis, Universitas Muhammadiyah Ponorogo. <https://eprints.umpo.ac.id/8622/>.

Reynilda. (2020). Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Rumah Sakit Hative Ambon. Jurnal Economix, 8(2), 151–159.
<https://ojs.unm.ac.id/economix/article/view/18956>.

Samson, G. N., Waiganjo, M. Koima, J. (2015). Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town International Journal of Managerial Studies and Research 2015 , 3(12) : 76-89.
<https://www.arcjournals.org/international-journal-of-managerial-studies-and-research/volume-3-issue-12/9>.

Sedarmayanti. (2017). Perencanaan Dan Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kompetensi, Kinerja, Dan Produktivitas Kerja. Bandung: Refika Aditam.
<https://perpustakaan.binadarma.ac.id/opac/detail-opac?id=4138>.

Tangkalisan, H. N. (2007). Manajemen Publik. Jakarta: Grasindo.
<https://books.google.co.id/books?id=kWGVXrjpcjQC&printsec=frontcover&hl=id#v=onepage&q&f=false>

Undang Nomor 2 Tahun 2002 tentang Kepolisian Negara Republik Indonesia mengatur tentang fungsi kepolisian.

<file:///C:/Users/User/Downloads/UU%20Nomor%202%20Tahun%202002.pdf>

[Wardhani, D. P., \(2017\) Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Profesi Kepolisian Dengan Kepuasan Kerja Sebagai Variabel Intervening \(studi kasus pada kepolisian resort ponorogo\) https://eprints.ums.ac.id/56581/](#)

Zulkarnain, R., Taufik, H., & Ramdansyah, A. D. (2020). Pengaruh Kualitas Pelayanan dan Kualitas Produk terhadap Loyalitas Nasabah dengan Kepuasan Nasabah sebagai Variabel Intervening ((Studi Kasus Pada PT Bank Syariah Mu'amalah Cilegon). Jurnal Manajemen Dan Bisnis, 2(1), 87–110. Retrieved from <file:///C:/Users/User/Downloads/2188-6723-2-PB.pdf>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

