The Influence of Competence and Organizational Culture, Mediated by the Leadership Style of Policewomen on the Performance of Cimanggis Police Personnel, Depok Metro Police, Jakarta, Indonesia

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Abstract

The behavior of individuals in the Cimanggis Police Station organization greatly affects the organization directly or indirectly. different abilities of individuals in the face of their tasks or activities. Consistent personnel performance is seen in organizations that pay attention to the environment of personnel carrying out their duties with colleagues, leaders, and the work atmosphere, which can affect a person's ability to carry out their duties. The study aims to determine whether competence and organizational culture mediated by leadership can affect the performance of the Cimanggis Police Station in Depok Jakarta, Indonesia. The results showed that competence and organizational culture have a significant effect on performance. Competence and organizational culture have a significant influence on leadership. Leadership has a significant effect on the performance of Cimanggis Depok Police personnel, leadership mediates the significant influence of competence on performance, and leadership mediates significantly the influence of organizational culture on performance. The results of the F test simultaneously show that leadership and competence have a significant simultaneous effect on the performance of Cimanggis Depok Police Personnel. It is very necessary to have a clear communication pattern, give appreciation or appreciation to personnel, and provide opportunities for personnel members to make good working relationships, leaders and personnel can jointly provide mutual enthusiasm for work.

I. Introduction

The police have a role in realizing security in the Indonesian state which includes the maintenance of public security and order, order and law enforcement, the implementation of protection, protection and community services, and the building of community peace by upholding human rights. This is in principle the regulation of the provisions of Article 2, article 4, and article 13 of Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia.

Police in this sense, can be seen organizationally and personally, the organizational aspect looks at the institution of the police itself, while the personal aspect looks at police members who carry out roles, functions, duties, and responsibilities, accountability from the form of vision, mission, duties, authorities, positions, and functions of the Police organizationally. To support the success in achieving the Depok City Vision 2022, the Depok City Cimanggis Police Station sets the Vision, Mission, Goals, Objectives, and Policy Direction.

To realize the vision and mission of the Cimanggis Depok Police Station, it is necessary to determine priority policies and programs that will be implemented. In line with technological developments, in addition to advancing the field of communication, building and developing technology- and information-based infrastructure in the context of distributing security and order services and law enforcement, improving the quality of service and protection for the community and police members.

As an element of the main task of the police function in the sub-district area under the Chief of Police, the Polsek is the spearhead of the National Police organization in maintaining public security and order, law enforcement, providing protection, protection, and services to the community, as well as other Polri duties within the jurisdiction of the Cimanggis Police by the provisions of laws and regulations.

As the spearhead of the National Police, excellent performance is certainly very necessary to achieve the objectives of the implementation of tasks within the scope of police functions in the Cimanggis Police Area. One of the national problems faced today is the handling of the low quality of human resources. A large amount of human resources if used effectively and efficiently, will be useful to support the pace of sustainable national development.

If the organization wants to have reliable human resources, it needs quality education, provision of various social facilities, and adequate employment. Weaknesses in the provision of these facilities will cause social unrest that will have an impact on community security. Currently, the ability of human resources is still low both in terms of intellectual ability and technical skills(Sinambela, 2019).

Personnel performance is a condition in which personnel achieves achievements for a particular organization as well as his goals and desires to maintain the existence of personnel in the organization(Sun et al., 2021). When an organization makes it very difficult to find employees who have excellent qualifications in doing their jobs, organizational performance is one way to determine personnel who have qualifications, loyalty, and good performance.

Personnel competence is the ability or capacity of a person to perform various tasks in a job (Robbins et al., 2019), Where the ability is determined by intellectual and physical factors. Competence is not only about one's knowledge or abilities but the willingness to do what is known to produce benefits.

Specifically, the culture in the organization will be determined by the conditions of teamwork, leadership, and organizational characteristics as well as the prevailing administrative processes. (Lewis, 2019). Organizational culture matters, according to Smircich, (2019) Because they are habits that occur in the organizational hierarchy that represent the norms of behavior followed by the members of the organization. A productive culture is a culture that can make the organization strong and the company's goals can be accommodated.

Human resources will appear successful if they get employee commitment. If employee commitment has been obtained, loyal employees will be obtained, working as well as possible for the benefit of the organization. Organizational commitment is an attitude regarding the loyalty of employees to their organization and is a continuous process by which the members of the organization express their concern for the organization, the success of the organization, and its welfare (Luthan et al., 2018).

Performance that is still not good must be completed appropriately, this requires leadership that is able and willing to provide motivation or encouragement to personnel so that their performance increases. Improved employee performance at the Cimanggis Depok Sector Police Station. What cannot be ignored is the work competence of

personnel in the organization. Personnel in carrying out their duties has high competence. Work competence is one of the factors that determine a person's performance. The Cimanggis Sector Police Station is currently led by the Chief of Police, a Wania Police (Polwan). The profession of policewoman who is included in the elements of the Indonesian National Police or POLRI serves as law enforcement officers, protectors, and community protectors. According to Rahmawati & Christin, (2021), Every member of the Polwan is expected to be an example by carrying out applicable rules, maintaining peace, and law enforcement by their duties. Polwan should work professionally, in the work policewomen are required to have good morals, maintain their image, and always develop themselves well.

Polwan who has a humanist nature has an important role in maintaining and maintaining Kamtibmas to remain conducive. Female police and male policemen have the same duties and responsibilities. Being a policewoman must always be ready wherever the policewoman is because immediately there is a call from the commander to serve, it must be carried out regardless of time and place. In this case, Polwan is required to have the same rights and obligations as other members of the Police. This is in line with Presidential Instruction No. 9 of 2000 (dalam UU Kepolisian, 2010) explained that: every member of the Police in providing services to the community always provides the best service, is respectful to anyone, and does not recognize the rest periods for 24 hours, or does not recognize holidays. The task of the leader is to encourage subordinates to have competence and opportunities to develop in anticipating every challenge and opportunity at work. Research results Prahara, (2020) shows that Organizational Culture has a positive effect on organizational performance even though it affects indirectly.

II. Review of Literature

Fitri & Arini, [2021] state that Performance comes from the basic word work, the term performance in English is the performance which means "work performance, work implementation, work achievement or work results/performance/work performance. Performance can be interpreted as an overview of the level of achievement in carrying out an activity/program in achieving the goals, objectives, vision, and mission of the organization[Awan et al., 2020].

Menurut Büchi et al., [2020] Performance is a combination of behavior with the achievement of what is expected and its choices or part of the task requirements that exist in each individual in the organization. While according to Martín-Peña et al., [2020] Performance can be defined as the results of work in quality and quantity that can be achieved by an employee in carrying out duties following the responsibilities given to him. Liu et al., [2018] said that performance is an employee's achievement from his duties that have been set. Tarifa-Fernández et al., [2019] said that performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets/objectives/criteria that have been determined in advance and have been mutually agreed upon.

Baird et al., [2020] also put forward indicators used in employee performance appraisal, namely: Work performance, Target achievement, Skills, Satisfaction, Initiative, Attendance Rate, Obedience, On time, Timeliness, Cost-effectiveness, Need for supervision, and Interpersonal impact. The dimensions of performance can be described as follows Babajee et al., [2022] said that performance indicators are the quantity of work, the quality of work, and punctuality.

Cruz et al., [2020]; and Kotler & Armstrong, [2018] state that competence is the basic foundation of people's characteristics and indicates ways of behaving or thinking, equalizing situations, and supporting for a sufficiently long time that are behind competent performance.

According to Khoreva et al [2017] competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. McAshan [2019] Competence is the knowledge, skills, and abilities that a person has, which becomes part of him so that he can carry out the appearance of cognition, affection, and certain psychomotor behaviors. Thus, competence indicates a skill or knowledge characterized by professionalism in a particular field as something paramount, as the flagship of that field.

Kotzab et al., [2018] revealed that several factors can affect a person's competency skills, namely: 1) Beliefs and values; 2) Skills; 3) Experience; 4) Personality characteristics; 5) Motivation; 6) Emotional issues.

Organizational culture is defined as an openly and collectively accepted system of meaning, applicable for a certain time to a certain group of people [Roy & Perrin, 2021]. Organizational culture is a pattern of beliefs and expectations held by members of the organization that produces values that powerfully shape the behavior of individuals and groups in the organization [Pizam, 2020]. Hosseini et al., [2020] state that culture is a pattern of basic assumptions about the group in solving the problems faced and adjusting external problems to internal in a shahih manner. Therefore it will give strength to new members to give a way out and participate in paying attention, thinking, and feeling related / involved in solving existing problems. Recent research results that the nature of organizational culture has seven primary characteristics, namely: Innovation and courage to take risks, Attention to detail, Results- oriented, People-oriented, Team-oriented, Aggressiveness, and Stability.

According to [Muthumari et al. 2018] Organizational culture is the hallmark of an organization to achieve the goals set by each organization. The patterns of beliefs, symbols, rituals, and myths that develop over time serve as the glue that holds the organization together. Various forms of organizations or companies, of course, have different cultures, this is natural because the organizational environment is different, for example, service, manufacturing, and trading companies. In organizations there is no "good" or "bad" culture, there is only a "suitable" or "incompatible" culture.

If an organization has a suitable culture, then its management focuses more on maintaining existing values and changes do not need to be made. However, if there is an error in providing basic assumptions that have an impact on the low quality of performance, then a cultural change may be necessary [Zhou et al., 2018].

Maheshwari & Yadav, [2018] Leadership is defined as the ability to influence a group toward achieving organizational goals. Leadership is the whole activity of influencing individuals to want and strive to work together following their authority and duties to achieve the desired goals together in the organization [Visone, 2018]. Leadership is "the influential increment over and above mechanical compliance with the routine directives of the organization [Fries et al., 2021] leadership "is a process whereby an individual achieves a common goal ((Peterson & Carl, 2018). Based on the theoretical description of the definition of leadership above, it can be concluded that leadership is a process of influencing people or components of the organization by providing motivations to cooperate to achieve common goals in the organization.

Menurut (Chanpoom & Intrawong, 2019) The dimensions and indicators of leadership are 1) Idealized Influence; 2) The leader must be a good example, which his employees can

follow, with his indicator respect from employees, trust, can be a role model; 3) Inspirational Motivation, Leaders must be able to provide motivation, and clear targets to be achieved by employees; 4) Intellectual Simulation, Leaders must be able to stimulate their employees to come up with new ideas and ideas, leaders must also let their employees become problem solvers and provide innovations under their guidance; 5) Individualized Consideration: Leaders must pay attention, listen to complaints, and understand the needs of their employees. All of these dimensions if implemented properly will help in maximizing the role of leaders in the company. Leaders are expected to improve employee performance by providing motivation and stimulating creative ideas, paying attention to employees and their special needs, being nurturing leaders, and being someone who can be respected by all employees. The indicators are career development, creating a good working environment, and relations with subordinates.

III. Research Methods

3.1 Types of Research

This research uses survey techniques, deductive approaches, and quantitative (Yuliawan, 2021). The deductive approach aims to test theories by collecting data from respondents and then applying and observing with statistical tests. Quantitative methods focus on collecting data according to the problem and population size and data analysis. This study is hypothesis testing, which aims to explain the nature of the relationship between two or more variables, in this study also tests the hypothesis of analysis of Competence and Organizational Culture on the Performance of the Cimanggis Depok Police Station mediated by Leadership. In this study is survey research, Wulandari et al., (2020) by gathering information from or about individuals to be described, compared, or described about knowledge, attitudes, and behaviors.

3.2 Population and Sample

The population in this study is all personnel and employees at the Cimanggis Depok Police Station. Determination of samples using saturated samples, where the population involved was also a research sample of 104 personnel and employees at the Cimanggis Depok Police Station. Research data can be carried out based on considerations of cost, greater accuracy, faster collection time, or availability of population elements (Vermeulen et al., 2018). According to Sekaran & Bougie (2016), In general, sample numbers greater than 30 and less than 500 are the most relevant used in research. The criteria used as a research sample are having worked for 1 year at the Cimanggis Depok Police Station, registered as Personnel and Employees at the Cimanggis Depok Police Station, Understanding the Vision and Mission of the Cimanggis Depok Police Station.

3.3 Data and Sources of Data

Data is obtained through instruments filled in by respondents, where respondents give verbal responses and/or written responses in response to statements given. The types of data used in this study are primary data and secondary data. Primary Data is data about respondents' opinions about leadership, organizational culture, and performance competencies obtained directly from respondents by responding to questionnaire statements distributed directly to respondents. Secondary Data Is data obtained indirectly through intermediaries (obtained and recorded by other parties). Secondary data only supports the collection of initial data as research output, such as employee absenteeism data, and personnel and employee behavior manuals of Cimanggis Police Station.

3.4 Theoretical Framework

In this study, there were two independent variables, one mediating variable, and one dependent variable. To look for the influence of competence (X1) on performance (Y) and organizational culture (X2) on performance (Y), the influence of competence (X1) on leadership (Z) and organizational culture (X2) on leadership (Z), the influence of leadership (Z) on performance (Y) and how the influence of leadership (Z) mediates competence (X1) and organizational culture (X2) on performance (Y). researchers will use simple regression techniques to look for the influence of X1 and X2 together on Y and also the effect of Z mediation on Y using multiple regression analysis. Based on the results of previous research studies that are relevant and closely related to the problems to be studied and explain that competence, organizational culture, and leadership have a positive and significant influence on employee performance, the research framework is described as giving.
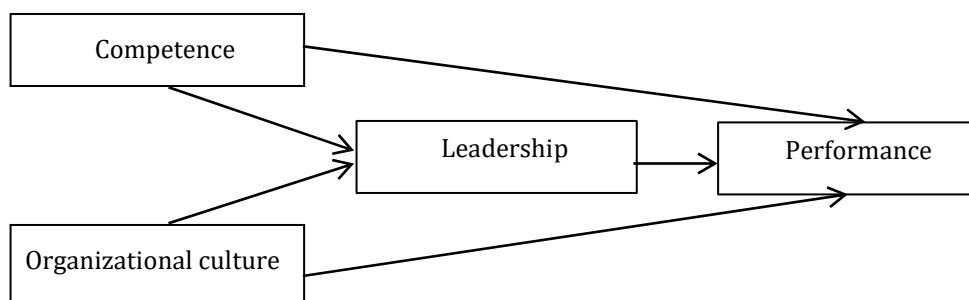

Figure 1. Research Concept Framework

This research is located at the Cimanggis Police Station Depok, The location of this research was chosen because it was found that there were problems where employee performance was not maximally satisfactory This research uses three independent variables, namely competence (X1) and organizational culture (X2), and leadership variables (X3) and 1 (one) dependent variable, namely personnel performance (Y). The population in this study was all personnel of the Cimanggis Depok Police Station as many as 104 personnel. The sample used in this study was 104 personnel with the determination of the sample calculated using the total population. The method of data collection in this study was by filling out questionnaires. The data analysis technique used in this study is a multiple linear regression model.

3.5 Pre Prerequisite Data Analysis

Used to describe existing data, both data in the form of tables and graphs from empirical results from respondents' answers. Sugiyono, (2017) states that descriptive analysis is a statistic used to analyze data by describing or describing the collected data as it is without intending to make generalized conclusions or generalizations. This analysis is used to present data obtained from the field in the form of data descriptions of each variable, namely independent variables (X), mediation variables (Z), and bound (Y).

According to Sasmita, (2021), The classical assumption test is a statistical requirement that must be met for multiple linear regression analysis based on ordinary least squares (OLS). This research tests the classical assumptions used, namely: the normality test, heteroscedasticity test, and multicollinearity test. Kolmogorov-Smirnov test (K-S test), Lilliefors, Shapiro Wilkj, Jarque Bera, and normal probability test (p-plot) provided that if the point is around the diagonal line then it is said to be residual spread normal (Sasmita, 2021). If the value of sig. More than 0.05 (5%) it can be concluded that the

residual spread is normal, if the GIS value is less than 0.05 (5%) then the residual spread is abnormal. If the normality test result is a known statistical value is 0.116 or a sig value 0.20 (20%) greater than α value = 0.05 (5%) then it can be concluded that residual spread is normal. (Sasmita, 2021).

Ghozali (2015) The heteroscedasticity test is used to test whether the regression model occurs due to the inequality of residual variance from one observation to another. If the residual variance of one observation to another observation the result is fixed, then heteroscedasticity and if different is called heteroscedasticity. A good regression model is when the result is homoscedasticity or no heteroscedasticity. Detecting the presence or absence of heteroscedasticity is done by looking at the results of the regression significance value if it is greater than 0.05, then heteroscedasticity does not occur and if it is smaller than 0.05 then heteroscedasticity occurs.

According to Sasmita, (2021), Multicollinearity or Double Collinearity is a linear relationship between the independent variables of variable X in the Multiple Regression Model, then perfect correlation is also called perfect double collinearity. Multicollinearity can be seen through the value results in Variance Inflation Factors (VIP) with the VIP value criterion< 10, then there is no multicollinearity in the independent variable. But if the VIP result > 10 then vice versa.

3.6 Data Analysis

The analysis is used to describe existing data, both data in the form of tables and graphs from empirical results from the results of respondents' answers. Multiple linear regression analysis is used to predict the state (rise or fall) of the dependent variable if two or more independent variables are manipulated predictors. Multiple regression analysis will be performed if the number of independent variables is at least two (Sugiyono, 2017).

The coefficient of determination (R2) is a measure that describes how far the model can explain the variation of the dependent variable (Ghozali, 2015). R2 values have an interval of 0 to 1 (0 ≤ R2 ≤1). The greater R2 (close to 1), the better the results for the regression model, and the closer to 0, the independent variable as a whole cannot explain the dependent variable.

A small value of R2 means that it explains the dependent variable very limitedly. A value close to 1 means that the independent variables provide all the information needed to predict the dependent variables (Ghozali, 2018). There is regression if there is more than one independent variable, if assumptions 1-5 are met by the value of the estimator βi (Beta), the estimator is a linear function against the dependent variable Y(Tri Basuki, 2016).

The difference in the multiple regression t-test with more than one independent variable lies in the magnitude of the degree of freedom (df) value, where the regression is n-k and depends on the number of independent variables plus constants. If the calculated value > the critical value then Ho is rejected or accepts Ha, and vice versa if the calculated value < the critical value then Ho is accepted or rejected Ha.

IV. Result and Discussion

4.1 Results of Descriptive Research Variable

Descriptive analysis of research variables namely competence, organizational culture, leadership, and performance was carried out with descriptive statistics. The results of calculating the frequency distribution of research in the form of a frequency table (output) from SPSS processing by describing the variable description of the indicator (from

a special one) then obtained total data as outlined in the variable description table as follows.

Based on Table 1 explains that the competency variable has a mean value of 4.1163 with a standard deviation of 4.3581. The mean value of the competency variable has a value higher than the minimum value, which is 41.16% This shows that the competence possessed by Cimanggis Depok Police personnel is good and indeed following what is expected to improve the performance of Cimanggis Depok Police personnel. Personnel are granted permission to continue their education at a higher level.

Table 1. Descriptive Statics

Variable	N	Min	Max	Mean	Std Deviation
Competence1	104	2	5	4,35	0,845
Competence2	104	3	5	4,63	0,578
Competence3	104	3	5	4,45	0,749
Competence4	104	2	5	4,42	0,772
Competence5	104	1	5	3,93	0,895
Competence6	104	1	5	3,56	1,069
Competence7	104	1	5	3,76	1,047
Competence8	104	1	5	3,83	1,018
Valid N (listwise)	**104**			**4,1163**	**4,3581**
Organizational Culture1	104	1	5	4,29	0,855
Organizational Culture2	104	2	5	4,05	0,885
Organizational Culture3	104	1	5	4,26	0,788
Organizational Culture4	104	3	5	4,41	0,719
Organizational Culture5	104	2	5	4,09	0,860
Organizational Culture6	104	2	5	4,24	0,865
Organizational Culture7	104	2	5	4,27	0,791
Organizational Culture8	104	2	5	4,26	0,800
Organizational Culture9	104	2	5	4,21	0,797
Valid N (listwise)	**104**			**4,2311**	**4,0888**
Leadership1	104	2	5	4,07	0,938
Leadership2	104	1	5	3,94	1,197
Leadership3	104	2	5	3,81	0,936
Leadership4	104	1	5	3,68	1,100
Leadership5	104	1	5	3,87	0,982
Leadership6	104	1	5	3,87	0,966
Leadership7	104	1	5	3,63	1,005
Leadership8	104	1	5	3,65	1,012
Valid N (listwise)	**104**			**3,8150**	**4,0680**
Performance1	104	3	5	4,39	0,598
Performance2	104	2	5	4,55	0,709
Performance3	104	3	5	4,55	0,589
Performance4	104	2	5	4,16	0,837
Performance5	104	3	5	4,63	0,506
Performance6	104	2	5	4,30	0,787
Valid N (listwise)	**104**			**4,4300**	**4,0260**

Many personnel have more than average abilities. Skills in fields other than the disciplines possessed. The organizational culture variable has a mean value of 4.2311 with a standard deviation of 4.0888 The mean value of the organizational culture variable has a value higher than the minimum value of 42.31%. This shows that the organizational

culture owned by Cimanggis Depok Police Station personnel is very good and is indeed following what is expected to improve personnel performance at the Cimanggis Depok Police Station. Facilities and infrastructure in the office are very helpful for personnel. All personnel are allowed to develop the latest innovations. Personnel can help each other in solving any problems.

The leadership variable has a mean value of 3.8150 with a standard deviation of 4.0680 The mean value of the leadership variable has a value higher than the minimum value of 38.15.%. This shows that in quality and quantity. The performance variable has a mean value of 4.4300 with a standard deviation of 4.0260. The mean value of the competency variable has a value higher than the minimum value, which is 44.30% This shows that the performance possessed by Cimanggis Depok Police personnel is very good and indeed following what is expected to improve the performance of Cimanggis Depok Police personnel. Personnel are granted permission to continue their education at a higher level. Many personnel have more than average abilities. Skills in fields other than the disciplines possessed. Carry out work planning before work following the rules. Display the draft work method to be used.

4.2 Data Analysis Prerequisite Test

Normality Test Analysis of normality test data to determine whether the data is normally distributed or close to normal is presented in Table 2 below.

Table 2. Tes One- Sample Kolmogorov – Smirnove Test One-Sample olmogorov-Smirnov Test

		Total Competence	Total Organizational Culture	Total Leadership	Total Performance
N		**104**	**104**	**104**	**104**
Normal Parameters,b	Mean	35.3108	31.7297	31.7027	25.6892
	Std. Deviation	1.46115	2.40033	2.62094	2.14493
Most Extreme Differences	Absolute	.206	.121	.180	.166
	Positive	.206	.089	.108	.100
	Negative	-.132	-.121	-.180	-.166
Kolmogorov-Smirnov Z		1.771	1.037	1.551	1.426
Asymp. Sig. (2-tailed)		.004	.232	.016	.034

a. Multicollinearity Test

Analysis of multicollinearity test data to determine whether or not there is multicollinearity in the regression model used in this study or if there is a perfect linear function on some or all independent variables in the linear function by looking at the tolerance of the variable and the Variance Inflation Factor (VIF) is presented in table 3 below.

Table 3. Results of Multicollinearity Test Values

Variable	Tolerance	VIF
Competence (X1)	0,334	2,997
Organizational Culture (X2)	0,326	3,065
Performance (Y)	0,638	1,568

The results of the multicollinearity test show that the tolerance value of each independent variable has a value of >10 and the VIF value has a value of < 10. Then it can be concluded that the three variables do not cause multicollinearity problems.

b. Heteroscedasticity Test

Analysis of heteroscedasticity test data was able to show whether the regression model occurred as a problem or not. The heteroscedasticity test arises because the error or residual of the tested model does not have a constant variance from one observation to another with the Scatterplot graph method presented in Figure 2 below.
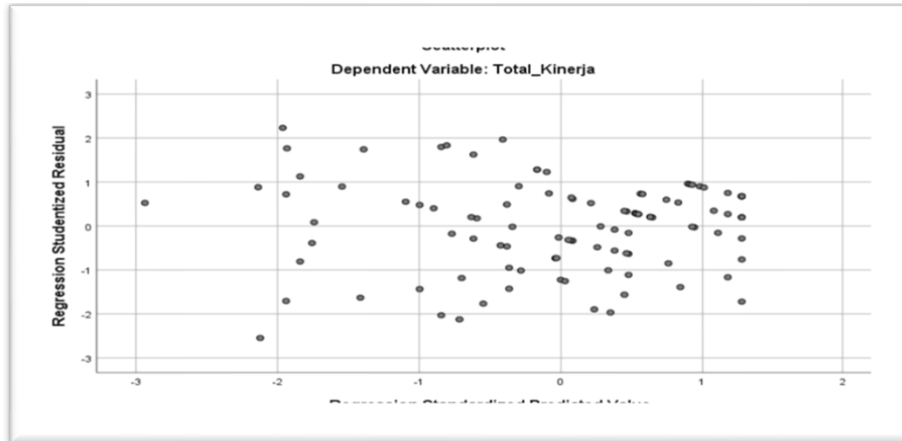

Figure 2. Scatterplot Graph (Direct Influence)

Figure 2 shows direct influence points spread out in an unclear pattern above and below 0 on the Y axis. Similarly, the results of indirect influence analysis in Figure 3 show the same. Heteroskedasticity results conclude that heteroskedasticity problems do not occur in multiple regression models.
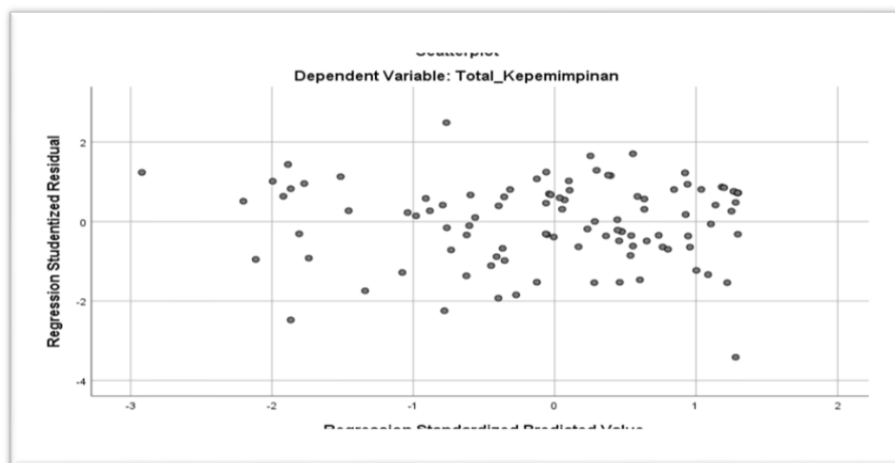

Figure 3. Scatterplot Graph (Indirect Influence)

4.3 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence between two independent variables in this study, namely competence variables, organizational culture, and leadership intervening variables with dependent/bound variables, namely personnel performance.

Table 4. The output of multiple linear regression results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	-4.457	3.935		-1,133	.260
	Total_Competence	.416	.119	.361	3,496	.001
	Total_Organizational Culture	.505	.114	.462	4,422	.000
	Total_leadership	.675	.123	.532	6.022	.004

a. Dependent Variable: Total-perform

The results of multiple linear regression analysis in Table 4 obtained a constant value of -4.457, a competency regression coefficient value (X1) of 0.416, an organizational culture regression coefficient value (X2) of 0.505 and a leadership regression coefficient value (X2) of 0.675. The following are the results of the statistical f test in table 5 as follows.

Table 5. Test Hypothesis with t-Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	-4.457	3.935		-1,133	.260
	TOTAL_COMPETENCE	.416	.119	.361	3,496	.001
	TOTAL_ORGANIZATIONAL CULTURE	.505	.114	.462	4,422	.000
	TOTAL_LEADERSHIP	.078	.184	.032	.422	.674

a. Dependent Variable: TOTAL_PERFORMANCE

The results of this study obtained a t-count value for the Competency variable of 3.496 greater than the t-table of 0.7500 and a significance value of 0.001 smaller than 0.05. Based on the results obtained, H0 is rejected and H1 is accepted for the competency variable, with such results, the competency variable has a positive and significant effect on the performance of Cimanggis Depok Police personnel. This is because personnel has an adequate level of ability at work, personnel can be open to any type and form of criticism or input, personnel knowledge about their work is considered good have a good level of focus, and can adapt to every job given, benchmarks of good performance have also been shown by each personnel. On this, a conclusion can be drawn that the better the competence of personnel, the better the performance of Cimanggis Depok Police personnel.

4.4 Test the Hypothesis with the F Test

The results of Test F or the simultaneous significance test are used to determine whether the independent variables have a significant effect on the dependent variable can be seen in table 6.

Table 6. Test the Hypothesis with the F Test

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2756.864	3	918.955	60.257	.000ᵇ
	Residual	1525.049	100	15.250		
	Total	4281.913	103			
a. Dependent Variable: TOTAL_KINERJA						
b. Predictors: (Constant), TOTAL_ORGANIZATIONAL CULTURE,TOTAL_LEADERSHIP, TOTAL_COMPETENCE						

Based on Table 6, shows that the F-count value is 60.257 and the significance is 0.000< 0.05. This means that competence and organizational culture simultaneously have a positive and significant effect on employee performance, so the third hypothesis is acceptable. This means that the leadership possessed by Cimanggis Depok Police personnel is very good. If Depok Police personnel have high performance, it means that the competencies provided can improve the performance of Depok Police personnel accompanied by a high organizational culture that can improve employee performance at the Cimanggis Depok Police Station.

4.5 Adjusted R Square
The results of the Adjusted R Square Test to determine how much influence the independent variables together have on the dependent variable can be seen in Table 7 below.

Table 7. Adjusted R2 Value Results

Model Summary

Model	R	R Square	Adjusted R Square	STD. Error of the Estimate
1	.602ᵃ	.362	.350	2.11316
a. Predictors: (Constant), Total_ Organization Culture, Total Competence, Total Leadership				

Table 7 shows that the independent variables i.e., competence, organizational culture, and leadership together exert an influence of 36.2% on the dependent variable performance.

4.6 Discussion
a. Descriptive Analysis
Based on descriptive analysis, an organizational culture obtained an average level of approval and strong approval of respondents 42.31%. The results of the t-test show that organizational culture has a significant effect on Performance with a significant value of 0.000. Organizational culture at the Cimanggis Depok Police Station such as understanding the pattern of communication in the company/organization has a respondent approval value of 4.00%, Personnel at the Cimanggis Depok Police Station provide mutual support to each other. Personnel are encouraged to innovate or try new things following the progress of science and technology. In addition, the organizational culture at the Cimanggis Depok Police Station succeeded in building harmonious and open interpersonal relationships with 42.31%. This means that the organizational culture at the Cimanggis Depok Police Station

is very good. The salary or honorarium received does not encourage enthusiasm for work, this statement also received high marks from respondents at the Cimanggis Depok Police Station with an average of 42.31% who considered the income at the Cimanggis Depok Police Station good for them and met their needs.

This research is in line with the research of Amanda, et al. (2017) state that companies can create a good and positive organizational culture climate by formulating values and rules that have a direction to achieve company goals and provide knowledge to customers. Employees are expected to be able to follow the organizational culture optimally, especially in the agreement to implement existing values and rules to improve performance. Research by Putri, et al. (2021) states that organizational culture has a positive effect on employee performance at LPD Kerobokan Traditional Village. Insan and Yuniawan (2016) there is a positive influence of organizational culture on employee performance in the Nursing Department of Tugurejo Hospital Semarang. The management strives to make the organizational culture at Tugurejo General Hospital Semarang harmonious, and comfortable and also provide enough freedom for employees to work. Management strives so that at work, nurses do not feel too awkward to express opinions so that they can work more optimally.

Based on descriptive analysis, competency variables are measured by indicators, namely: Skills, Experience, Personality characteristics, and Emotional issues with eight (8) statement items. The results of affirmative and strongly agreed responses to the competency variable can be explained that the total average respondent answers amounted to 4.1163 with the largest score category of 4.6300. Competence is needed by personnel at the Cimanggis Depok Police Station based on the role and ability of the leadership, especially the Cimanggis Police Chief who has been implemented. So it can be concluded that the respondent's assessment of the competence in the Polwan Leadership at the Cimanggis Depok Police Station is considered good and an evaluation is needed on details whose values are below average.

Based on descriptive analysis, Organizational Culture Variables are measured by indicators, namely Standardization, Goals, and Behavioral Values with nine (9) statement items. The results of affirmative and strongly agreed responses to the Organizational Culture variable can be explained that the total average respondent answers amounted to 3.9189 with a score category of 4.0135 Organizational culture plays a very important role in the Cimanggis Depok Police Station response to how the attitude of the leadership that has been implemented at this time. So it can be concluded that the respondent's assessment of the organizational culture that exists in the Polwan Leadership at the Cimanggis Depok Police Station is considered good and an evaluation is needed on details whose value is below average.

b. The Influence of Leadership on the Performance of Cimanggis Police Personnel

The results of this study obtained a t-count value for the Leadership variable of 0.422 smaller than the t-table of 0.7500 and a significance value of 0.674 greater than 0.05. Based on the results obtained, H0 was rejected and H5 was accepted for leadership variables on performance, with such results, leadership variables had a positive and significant effect on the performance of Cimanggis Depok Police personnel. This is because the leadership of a policewoman can control and nurture personnel well, leaders can motivate themselves at work, leaders can weigh or empathize with Cimanggis Depok police personnel, and establish good relationships with attitudes and behaviors to personnel so that they can be well established. The conclusion is that the wiser the leadership in the Cimanggis Depok Police Station, the more it will improve the performance of Cimanggis

Depok Police personnel to increase. This supports the opinion of Keller (1992) who says that leadership style practices can improve performance for employees due to higher employee needs such as self-esteem and self-actualization needs. In addition, the results of this study also strengthen the opinion of Nicholls (1994), Pawar, and Eastman (1997) that the practice of transformational leadership style can bring more fundamental changes such as values, goals, and needs of employees and these changes have an impact on improving employee performance due to the fulfillment of higher needs.

The results of this study accept the hypothesis that states leadership style has a positive effect on employee performance. Leadership style is a leadership style that inspires employees by having a profound and extraordinary effect on their employees. Leaders with transformational leadership styles provide more opportunities for their employees to be creative through autonomy because leaders with this style are more flexible than leaders with other leadership styles. Providing more opportunities for employees to be creative causes these employees to be better able to create and develop their ideas for the benefit of the organization so that employees will make a greater contribution to the organization. As a result, employee performance has improved. Leadership styles can transform and empower employees to understand the value of deliverables and to give importance to organizational interests rather than personal ones. Research conducted by Supriyani (2017) leadership has a positive effect on the professionalism of the work of the National Police. This means that the higher the members of the National Police feel the spirit of a good leader, the higher the performance of members of the National Police.

c. The Effect of Competency on Personnel Performance Mediated by Leadership

The significant value of the F test in this study is 0.000 which means it is lower than the maximum significant limit value of 0.05. The results of the coefficient of determination test also showed the influence of leadership, mediating competence on personnel performance at the Cimanggis Depok Police Station by 34.9% with Std. An error of the Estimate of 1.19%. From these data, it can be concluded that Together, the independent variables of organizational culture and competence Based on descriptive analysis, competence obtained an average level of respondents' agree and strongly agree scores of 34.9%. The results of the t-test show that competence has a significant effect on the performance of -.416 with a significant value of 0.001 even though the performance variable increases or decreases if the competency variable rises or vice versa. The Cimanggis Depok Police Chief has given high enthusiasm for his personnel to work with a strong desire. Facilities and infrastructure in the office can support work productivity. This section is quite high opinion from respondents with an average of 41.63% The environment and workplace work strongly encourage the morale of Cimanggis Depok Police personnel.

This study supports the opinion of Moeheriono (2014) &; Wibowo (2016) state competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as reference, including the ability to carry out or perform a job or task that is based on skills and knowledge and supported by a work attitude that demanded by the job. The results of this study are supported by research by Yenni Hartati et al (2020) that competence as a human characteristic is related to the effectiveness of work achievement, where this characteristic can be seen in the form of styles of acting, behaving, and thinking. The better the competence of the officer, the better the performance.

d. The Influence of Organizational Culture on Personnel Performance Mediated by Leadership

Based on descriptive analysis, Leaders obtained an average level of approval and strong approval of respondents of 39.61%. The results of the t-test show that Leadership has a significant effect on Performance with a significant value of 0.000. The organizational culture at the Cimanggis Depok Police Station. such as understanding the pattern of Polwan leadership at the Cimanggis Depok Police Station. has the largest respondent approval value of 4.03%, Leaders have high creativity. Personnel at the Cimanggis Depok Police Station.ini support each other. Personnel are encouraged to innovate or try new things following the progress of science and technology. Leaders always develop creativity in carrying out their duties, meaning that the organizational culture at the Cimanggis Depok Police Station is very good. The leader of the Debriefing as a coaching event also received high marks from respondents at the Cimanggis Depok Police Station, with an average of 39.00%. who consider the Polwan Leadership at the Cimanggis Depok Police Station good for them.

V. Conclusion

Leaders must have a clear communication pattern so as not to confuse personnel, and always provide clear and good direction to personnel so that the targets worked on are exactly what has been planned. Leaders always give appreciation or appreciation to personnel at work so that personnel have commitment and encouragement in achieving targets and surviving at the Cimanggis Depok Police Station. Supervisors understand the instructions given and provide opportunities for employees to make good working relationships to achieve even better performance. Leaders and personnel can jointly encourage each other for the progress of the Cimanggis Depok Police Station Supervisors provide opportunities for career or position advancement to personnel so that they can be maximized in achieving and working for a better future. Furthermore, with good leadership, competencies that are carried out fairly create a good organizational culture in the Cimanggis Depok Police Station and strengthen Personnel Performance to do the best for the Cimanggis Depok Police Station and create a positive organizational culture so that it can provide maximum performance in the future.

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