



## The Influence Of Organizational Culture, Work Motivation, And Leadership Style On The Performance Of Police Members In The Kotamobagu Police Environment

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**Abstract:** Human Resources (HR) are one of the most important assets in an organization, and whether or not the organization is successful in achieving its goals, really depends on the ability of Human Resources (HR) in carrying out the tasks given by the organization. To see whether human resources are capable or not in an organization, a performance assessment is needed. Increasing employee performance will have an impact on the progress of organizations and not only private but also government organizations. This research itself has the aim of analyzing the influence of Organizational Culture (X1), Work Motivation (X2), and Leadership Style (X3) on the Performance of Police Members (Y) in the Kotamobagu Police Station. This research is quantitative using multiple linear regression analysis techniques, where data was obtained by distributing questionnaires to 100 respondents at the Kotamobagu Police Resort (POLRES) which has a population of 714 people, and then processed using SPSS. The research results found that the variables Work Motivation (X2) and Leadership Style (X3) had a significant positive influence on the Performance variable of Police Members (Y), while the Organizational Culture variable (X1) was found to have no significant influence on the Performance of Police Members (Y). . Through this research, it is hoped that the Kotamobagu Police will be able to pay attention to work motivation factors and leadership styles so that the performance of the Kotamobagu Police can survive and even improve.

**Key words:** Performance of Police Members, Organizational Culture, Work Motivation, Style Leadership.

### INTRODUCTION

#### Background

Human Resources (HR) are one of the most important assets in an organization, to face the tough competition of today's globalization. The success or failure of an organization in achieving its goals really depends on the ability of Human Resources (HR) in carrying out the tasks given by the organization. Hasibuan (2016) states that, "human resources are the science and art of managing the relationships and roles of the workforce so that they are effective and efficient to help realize organizational goals." These organizational goals can be achieved if the human resources performance of an organization or a company runs well. According to research from BambooHR, employees are currently more unhappy than at the peak of the Covid-19 pandemic. They found that job satisfaction has experienced a steady decline since 2020, and has fallen even more sharply this year. This HR software platform analyzed data from nearly 60,000 employees, in more than 1,600 organizations

worldwide between January 2020 and June 2023. They revealed that "employees did not experience ups and downs, instead they showed a sense of resignation or even apathy, most just accepted that work morale is getting worse (Kompas.com, 2023). The research shows that the biggest causes of job dissatisfaction include unfair treatment in the workplace in the form of inconsistent compensation, lack of support from colleagues and superiors, or burden unreasonable work. Improving employee performance will have an impact on the progress of companies or organizations and not only private but also government organizations, including the National Police. The public trust index survey towards the National Police in October 2022 decreased and reached 53 percent based on the results of a survey by the Indonesian Survey Institute (LSI) and 53.8 percent based on Populi Center records. This data itself has decreased quite a lot when compared to the survey of public trust in the National Police which was conducted in November 2021, which was 80.2 percent. The National Police uses a Performance Management System (SMK) in conducting performance assessments for members, as stated in Perkap (Kapolri Regulation) No. 16 of 2011 concerning Performance Management. The following are the assessment standards regarding the performance of Polri members from the Republic of Indonesia Regulation No. 2 of 2018 concerning the assessment of the performance of POLRI members in article 28 as follows:

**Table 1. Performance Assessment Standards for Police Members**

No	Category	Evaluation
1	Very well	81 – 100
2	Good	71 – 80
3	Enough	61 - 70
4	Not enough	60 and below

*Source: POLRI Regulation no. 2 of 2018*

According to Hidayat, et al (2018) and Yulianty (2021) there are three important components related to improving employee performance in an organization, namely, organizational culture, work motivation and leadership style. In order to achieve the goals set by the organization, every organization will try to always improve the performance of its employees. Organizations can improve the performance of their employees by realizing discipline through organizational culture, work motivation, and a leadership style that meets the expectations of their employees. Based on an article published by National Police Public Relations (2023), the three variables, namely Organizational Culture, Work Motivation, and Leadership Style, have been going quite well, but in practice, organizational culture, work motivation, and leadership style are not always the driving factors for increasing employee performance. in an organization or company. Hidayat, et al (2018) explained that although work motivation and leadership style have a significant influence on employee performance at the Rokan Hilir gas station, organizational culture factors do not have a significant influence on employee performance at the Rokan Hilir gas station. The Indonesian National Police is required to have members who have high performance. For services in the public sector, POLRI's performance is very important because it is related to the interests of the general public. POLRI as a servant in the public sector must have good performance, so that the police's goal of being able to protect and protect the community can be realized well. Vice versa, poor police performance will give the police a bad image, so that the public does not have sufficient confidence in the performance of the police. Based on the above phenomena and background, the title of this research is "The Influence of Organizational Culture, Work Motivation, and Leadership Style on the Performance of Police Members in the Kotamobagu Police Environment".

### Research purposes

1. To menganalisisThe Influence of Organizational Culture, Work Motivation and Leadership Style on the Performance of Police Officers in the Kotamobagu Police Station.
2. To determine the influence of organizational culture on the performance of police officers in the Kotamobagu Police Department.
3. To determine the influence of work motivation on the performance of police officers in the Kotamobagu Police Department.
4. To menganalisisThe Influence of Leadership Style on the Performance of Police Officers in the Kotamobagu Police Station.

## LITERATURE REVIEW

### Resource ManagementDHuman Resources (HRM)

Bintoro and Daryanto (2017) state that "human resource management (HRM), is a science or method of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally to achieve common goals. organization, employees and society to be maximized".

### Employee performance

According to Hasibuan (2016), employee performance is the real behavior displayed by each person as a work achievement produced by employees according to their role in a company or organization. Good employee performance is a very important factor in the efforts of a company or organization to increase productivity. Mangkunegara (2017) explains that there are 5 indicators of employee performance, namely quality of work, quantity of output, *size of work*, reliability), and cooperative attitude.

### Organizational culture

According to Fahmi (2018) "organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals." According to Sudarmanto (2014), there are seven main indicators which as a whole show the essence of an organization's culture, namely innovation and courage to take risks, attention to details, results orientation, people orientation, team orientation, aggressiveness, and stability.

### Work motivation

According to McClelland, work motivation, translated by Suwanto (2020), is "a set of forces both from within and from outside a person that encourages one to start working behavior in accordance with a certain format, direction, intensity and time period. Hafidzi et al (2019) stated that there are 5 indicators of work motivation, namely, physical needs, security needs, social needs, need for appreciation, need for encouragement to achieve goals.

### Leadership Style

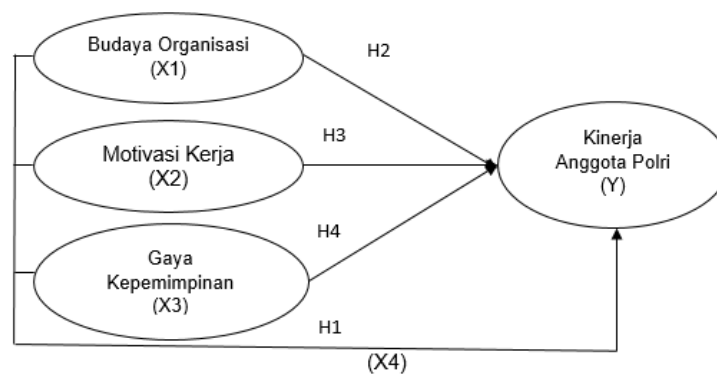
According to Rivai (2014), leadership style is a set of strategies that a leader uses to influence employees so that organizational goals are achieved or it could also be said that leadership style is a strategy pattern or behavior pattern that is liked and often applied by a leader. According to Kartono in Paramita (2017), indicators of leadership style include decision-making ability, motivation ability, communication ability, ability to control subordinates, responsibility and emotional control ability.

## Research Model and Hypothesis

### Research Model

Below is a picture of the research framework used in this research, regarding the Influence of Organizational Culture (X1), Work Motivation (X2), and Leadership Style (X3) on the Performance of Police Members (Y) in the Kotamobagu Resort Police Environment, which is based on research from Hidayat, et al (2018) who researched the influence of organizational culture, work motivation

and leadership style on job satisfaction and employee performance at gas stations in Rokan Hilir Regency.



Sumber: *Review Literatur*, 2023

**Figure 1. Research Model**

### Hypothesis

H1: It is suspected that the variables Organizational Culture (X1), Work Motivation (X2), and Leadership Style (X3) influence the Performance of Police Members (Y).

H2: It is suspected that the Organizational Culture variable (X1) has an influence on the Performance of Police Members (Y).

H3: It is suspected that the Work Motivation variable (X2) has an influence on the Performance of Police Members (Y).

H4: It is suspected that the Leadership Style variable (X3) has an influence on the Performance of Police Members (Y).

### RESEARCH METHODS

This research uses quantitative methods because it can help more in identifying and analyzing the information that researchers want. Another reason for choosing this method is that it is ordinal in nature and is a number-based research discipline, so it can statistically measure organizational culture, work motivation, leadership style and performance.

#### Location and Place of Research

The location of this research is in Kotamobagu City, North Sulawesi and the place where this research was conducted is the Kotamobagu Resort Police (Polres).

#### Method of collecting data

1. Data collection used in this research used an instrument in the form of a questionnaire. A questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer (Sugiyono, 2010). A questionnaire is an information gathering technique that allows analysts/researchers to study the attitudes, beliefs, behavior and characteristics of several key people in an organization who could be affected by a proposed system or by an existing system.
2. Secondary data refers to information collected from existing sources, for example company records or archives, government publications, industry analysis offered by the media, websites, the internet, and so on. In some cases, the environment or setting and certain events can be a source of data, for example, studying the layout of a factory (Sekaran, 2003).

#### Research Population and Sample

The population of this study was all members of the Police at the Kotamobagu Police, totaling 714 people. The sampling technique used was Purposive Sampling using the Slovin technique. Based on the Slovin technique, the sample size is 100 people (for explanation on page 50). This research uses the Slovin formula because in sampling, the number must be representative so that the research results

can be generalized and the calculation does not require a table of sample sizes, but can be done using simple formulas and calculations.

### Data analysis

In this research, the data analysis technique used is multiple linear regression analysis and uses tools in the form of SPSS (Statistical Package for Social Sciences) computer software. The tests carried out include validity and reliability tests, classical assumption tests in the form of normality tests, linearity test, multicollinearity test, and heteroscedasticity test, then hypothesis tests include the f test (simultaneous) and t test (partial), as well as multiple linear regression analysis tests.

### Research Instrument

The instrument used in this research was a questionnaire and used a Likert scale. According to Sugiyono (2010) the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. With the following score calculations: Strongly Agree (SS) 5 points, Agree (S) 4 points, Neutral (N) 3 points, Disagree (TS) 2 points, and Strongly Disagree (STS) 1 point

## RESEARCH RESULTS AND DISCUSSION

### Research result

#### Validity test

**Table 2. Validity Test**

Variable	Items	R count	R table	Significance	Information
Organizational Culture (X1)	X1.1.1	0.825	0.196	0.00	Valid
	X1.1.2.	0.705		0.00	Valid
	X1.2.1	0.886		0.00	Valid
	X1.2.2	0.849		0.005	Valid
	X1.3.1	0.863		0.00	Valid
	X1.3.2	0.845		0.00	Valid
Work Motivation (X2)	X2.1.1	0.736	0.196	0.00	Valid
	X2,1,2	0.701		0.00	Valid
	X2.2.1	0.896		0.00	Valid
	X2.2.2	0.699		0.00	Valid
	X2.3.1	0.580		0.00	Valid
	X2.3.2	0.753		0.00	Valid
Leadership Style (X3)	X3.1.1	0.805	0.196	0.00	Valid
	X3.1.2	0.823		0.00	Valid
	X3.2.1	0.862		0.00	Valid
	X3.2.2	0.804		0.00	Valid
	X3.3.1	0.856		0.00	Valid
	X3.3.2	0.834		0.01	Valid
Performance of Police Members (Y)	Y1.1.1	0.812	0.196	0.00	Valid
	Y1.1.2	0.794		0.00	Valid
	Y1.2.1	0.786		0.00	Valid
	Y1.2.2	0.785		0.001	Valid
	Y1.3.1	0.777		0.005	Valid
	Y1.3.2	0.778		0.00	Valid

Source: Data Processing uses SPSS 2023

Based on the data in the table above, it can be concluded that all items starting from the variables Money Attitude (X1), Brand Image (X2), Sales Promotion (X3), and Compulsive Buying (Y) are valid. Because, firstly, the calculated r value of each item is greater than the r table value (0.196), secondly the significance value of each item is lower than 0.05, so the items above can be declared valid.

### Reliability Test

**Table 3. Reliability Test**

Reliability Statistics	
Cronbach's Alpha	N of Items
,943	24

*Source: Same as table 2*

Based on the values in the table above, it can be concluded that this data is reliable or consistent. The reasons are, firstly because the calculated R value in the table above is higher than the R Table ( $0.943 > 0.256$ ) with a total of  $n=100$  and a significance of 0.05, and secondly because the Cronbach's Alpha value of 0.943 is greater than 0.6, so it can be concluded that the data this is reliable or consistent data.

### Hypothesis testing

Below are the results of the hypothesis test, which will decide whether the hypothesis from this research is accepted or rejected.

### F Test (Simultaneous)

**Table 4. F test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1144,249	3	381,416	71,357	,000 <sup>b</sup>
	Residual	513,141	96	5,345		
	Total	1657,390	99			
a. Dependent Variable: Performance of Police Members						
b. Predictors: (Constant), Leadership Style, Organizational Culture, Work Motivation						

*Source: Same as table 2*

Because the significance value is smaller than 0.05 ( $0.000 < 0.05$ ) and the calculated F value is greater than F table 2.70 ( $71.357 > 2.70$ ), it can be concluded that in this case H1 is accepted, namely the Organizational Culture variable (X1), Work Motivation (X2), and Leadership Style (X3) simultaneously influence the Police Member Performance variable (Y).

### T Test (Partial)

**Table 5. T test**

Coefficients <sup>a</sup>
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Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,965	1,441		2,75	,007
	Organizational culture	,130	,086	,152	1,50	,136
	Work motivation	,166	,100	,175	2,65	,001
	Leadership Style	,515	,074	,576	6,93	,000

a. Dependent Variable: Performance of PolrI Members

Source: Same as table 2

Based on table 5.11 above, it is known that:

1. The t-table value for the Organizational Culture variable (X1) is smaller than the calculated t-value ( $1.504 < 1.984$ ) and the significance value of the Organizational Culture variable (X1) is greater than 0.05 ( $0.136 > 0.05$ ), so it can be concluded that H2 or the second hypothesis is rejected. This means that there is no significant influence from Organizational Culture (X1) on the Performance of Police Members (Y).
2. The t-table value for the Work Motivation variable (X2) is greater than the calculated t-value ( $2.654 > 1.984$ ) and the significance value for the Work Motivation variable (X2) is 0.001. Because the significance value is  $0.001 < \text{probability } 0.05$ , it can be concluded that H3 or the third hypothesis is accepted. This means that there is a significant influence of Work Motivation (X2) on the Performance of Police Members (Y).
3. The t-table value for the Leadership Style variable (X3) is greater than the calculated t-value ( $6.933 > 1.984$ ) and the significance value for the Leadership Style variable (X3) is 0.000. Because the significance value is  $0.000 < \text{probability } 0.05$ , it can be concluded that H4 or the fourth hypothesis is accepted. This means that there is a significant influence of the Leadership Style variable (X3) on the Performance of Police Members (Y).

### Correlation Coefficient Test

Table 6. Correlation Coefficient Test

Correlations					
		Organizational culture	Work motivation	Leadership Style	Performance of Police Members
Organizational culture	Pearson Correlation	1	,816**	,676**	,684**
	Sig. (2-tailed)		,000	,000	,000
	N	100	100	100	100
Work motivation	Pearson Correlation	,816**	1	,710**	,708**

	Sig. (2-tailed)	,000		,000	,000
	N	100	100	100	100
Leadership Style	Pearson Correlation	,676**	,710**	1	,803**
	Sig. (2-tailed)	,000	,000		,000
	N	100	100	100	100
Performance of Police Members	Pearson Correlation	,684**	,708**	,803**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Same as table 2

Based on the table data above, it can be concluded that:

1. The significance value between the Organizational Culture variable (X1) and the Performance of Police Members (Y) is  $0.000 < 0.05$ , which means there is a significant correlation between the Organizational Culture variable (X1) and the Purchasing Performance of Police Members (Y). Furthermore, the significance value of Work Motivation (X2) and the Performance of Police Members (Y) is  $0.000 < 0.05$ , which means there is a significant correlation between the Work Motivation (X2) variable and the Performance of Police Members (Y). Furthermore, the significance value of the variables Leadership Style (X3) and Performance of Police Members (Y) is  $0.000 < 0.05$ , which means there is a significant correlation between the variables Leadership Style (X3) and Purchase Performance of Police Members (Y).
2. The table R value found for a sample of 100 with the number of independent variables = 3 is 0.163, so the calculated R value of the relationship between Organizational Culture (X1) and the Performance of Police Members (Y) is  $0.684 > 0.163$ , so it can be concluded that there is a relationship or correlation between Organizational Culture (X1) and Performance of Police Members (Y). Second, the calculated R value of the relationship between Work Motivation (X2) and the Performance of Police Members (Y) is  $0.708 > 0.163$ , so it can be concluded that there is a relationship or correlation between Work Motivation (X2) and the Performance of Police Members (Y). Third, the calculated R value of the relationship between Leadership Style (X3) and the Performance of Police Members (Y) is  $0.803 > 0.163$ , so it can be concluded that there is a relationship or correlation between Leadership Style (X3) and the Performance of Police Members (Y).

#### Coefficient of Determination Test

**Table 7. Determination Coefficient Test Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,831a	,690	,681	2,312

a. Predictors: (Constant), Leadership Style, Organizational Culture, Work Motivation

Source: Same as table 2



From the table above it can be concluded that the adjusted R-square value (coefficient of determination) is 0.681 or 68.1%. This value can be interpreted to mean that 68.1% of the Police Member Performance variable (Y) can be explained using the variables Organizational Culture (X1), Work Motivation (X2), and Leadership Style (X3), while the other 31.9% is influenced by other external variables. independent variable in this research.

### Multiple Linear Regression Analysis Test

After carrying out classical assumption tests (normality, linearity, multicollinearity and heteroscedasticity tests) as a requirement for multiple linear regression analysis tests to be carried out, the following results were obtained:

**Table 8. Multiple Linear Regression Analysis**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig
	B	Std. Error	Beta		
(Constant)	3,965	1,441		2,752	,007
Organizational culture	,130	,086	,152	1,504	,136
Work motivation	,166	,100	,175	2,654	,001
Leadership Style	,515	,074	,576	6,933	,000

a. Dependent Variable: Performance of Police Members

*Source: Same as table 2*

The interpretation of the regression above is as follows::

1. The a value of 3.965 is a constant or condition when the Police Member Performance variable (Y) has not been influenced by other variables, namely Organizational Culture (X1), Work Motivation (X2), and Leadership Style (X3). If the independent variable does not exist then the Compulsive Buying variable (Y) does not change.
2. B1 (regression coefficient x1 value) of 0.130 has a positive sign. This means that the Organizational Culture variable (X1) has a direct relationship with the Performance of Police Members (Y). This means that for every one unit increase in Organizational Culture (X1), the Police Member Performance variable (Y) will increase by 0.130, assuming that the other independent variables from the regression model are constant.
3. B2 (regression coefficient x2) is 0.166 with a positive sign. This means that the Work Motivation variable (X2) has a direct relationship with the Performance of Police Members (Y). This means that for every one unit increase in Work Motivation (X2), the Police Member Performance variable (Y) will increase by 0.166, assuming that the other independent variables from the regression model are constant.
4. B3 (regression coefficient value X3) of 0.515 has a positive sign. This means that the Leadership Style variable (X3) has a direct relationship with the Performance of Police Members (Y). This means that for every one unit increase in Leadership Style (X3), the Police Member Performance variable (Y) will increase by 0.515, assuming that the other independent variables from the regression model are constant.

## Discussion

### 1. Simultaneous Influence of Organizational Culture, Work Motivation, and Leadership Style on the Performance of Police Members

Initial indications through the questionnaire that have been distributed, 66 out of 100 respondents agree that the variables Organizational Culture, Work Motivation and Leadership Style as a whole influence the performance of Police Members, especially within the Kotamobagu Police Station. Based on the results of the multiple linear regression test which was carried out using the SPSS program, it was found that H1, H3, and H4 were accepted, in other words H1 was accepted, namely the variables Organizational Culture (X1), Work Motivation (X2), and Leadership Style (X3) simultaneously has a significant positive effect on the Police Member Performance variable (Y), because the significance value is smaller than 0.05 ( $0.000 < 0.05$ ) and the calculated F value is greater than F table 2.70 ( $71.357 > 2.70$ ). This is the same as the research results from Dewi and Wibowo (2020). The results of the research found that Leadership Style, Organizational Culture, and Work Motivation simultaneously had a significant positive effect on the performance of permanent lecturers at Maarif Hasyim University, Sidoarjo.

### 2. Partial Influence of Organizational Culture on the Performance of Police Members

This research itself found that H2 was rejected, namely the Organizational Culture variable (X1) did not have a significant influence in improving the performance of each Police Officer in the Kotamobagu Resort Police. This is because the t-table value for the Organizational Culture variable (X1) is smaller than the calculated t-value ( $1.504 < 1.984$ ) and the significance value for the Organizational Culture variable (X1) is greater than 0.05 ( $0.136 > 0.05$ ). The results of this hypothesis test itself seem to support the research results of Hidayat, et al (2018) who conducted research at the Rokan Hilir gas station. The research itself found that organizational culture variables did not have a significant influence on employee performance.

### 3. The Effect of Partial Work Motivation on the Performance of Police Members

The next section finds that H3 is accepted, namely the Work Motivation variable (X2) partially has a significant positive effect on the Performance of Police Members (Y), because the t-table value for the Work Motivation variable (X2) is greater than the t-calculated value ( $2.654 > 1.984$ ) and the significance value of the Work Motivation variable (X2) is 0.001. This means that indicators from the Work Motivation variable (X2) including Physical Needs, Safety Needs and Social Needs have a big influence in supporting the performance of members of the Indonesian National Police, especially in this case within the Kotamobagu Police Station. The results of this research are the same as research conducted by Prastiwi, et al (2022). Research conducted at Bank BTN Syariah KCS Solo found that work motivation variables have a large and significant role in improving a person's performance in an organization. Ayundasari, et al (2017) who conducted research at the East Kalimantan Regional Licensing and Investment Agency revealed the same thing, that leaders must increase employee motivation, especially in creating a pleasant work environment and meeting facilities for employees.

### 4. The Influence of Partial Leadership Style on the Performance of Police Members

The final section found that H4 was accepted, namely the Leadership Style variable (X3) partially influenced the Performance of Police Members, because the t-table value for the Leadership Style variable (X3) was greater than the t-count value ( $6.933 > 1.984$ ) and the variable significance value Leadership Style (X3) is 0.000. In other words, the ability to make decisions, the ability to motivate police officers, and the ability to communicate from leaders within the Kotamobagu Police are very important and have a big influence in terms of improving the performance of their members. Yulianty (2021) expressed the same thing that leadership style has a significant influence on the performance of members of the Malang City Police.

### Conclusion

1. This research, which identified the influence of Organizational Culture, Work Motivation, and Leadership Style on the Performance of Police Members within the Kotamobagu Police Station, concluded that simultaneously the independent (free) variables were Organizational Culture (X1), Work Motivation (X2), and Leadership Style (X3). has a significant influence on the dependent (dependent) variable, namely the Performance of Police Members (Y) within the Kotamobagu Police Station.
2. The Organizational Culture variable (X1) partially has no effect on the performance of Police Members within the Kotamobagu Police Station. This can be concluded that even though organizational culture is good, it does not necessarily improve a person's performance in an organization.
3. The Work Motivation variable (X2) partially has a significant effect on the performance of Police Members within the Kotamobagu Police Station. It can be concluded that the ability to motivate members from the Kotamobagu Police leadership is really needed to improve the performance of each member.
4. The Leadership Style variable (X3) partially has a significant effect on the performance of Police Members within the Kotamobagu Police Station. This can be concluded from the way the leadership within the Kotamobagu Police in leading its members is very necessary, to improve the performance of each member.

### Suggestion

1. In the midst of the current era of technological progress coupled with the popularity of social media such as TikTok, Instagram, Facebook, and so on, many government organizations are in the public spotlight, including the National Police of the Republic of Indonesia. This of course requires every police leader, especially leaders within the Kotamobagu Police, to improve the performance of each of their members. One way is to pay attention to several indicators such as physical needs, security needs, social needs, decision-making ability, ability to motivate police officers, and ability to communicate in order to improve the performance of each member.
2. In the questionnaire that was distributed there was a statement in the Work Motivation variable (X2) which read "the facilities where I work are adequate", and quite a lot of respondents answered that they disagreed, which indicates that there is a sense of dissatisfaction with the facilities within the Kotamobagu Police Department. Even though it does not conclusively state that the facilities at the Kotamobagu Police Station are inadequate, this can be used as a reference for the leadership at the Kotamobagu Police Station to look at and correct existing deficiencies, or improve existing facilities at the Kotamobagu Police Station.

For future researchers who wish to conduct research on human resources, especially in the field of employee performance, they can further explore this issue, due to existing limitations, there are still many areas that can be discussed further in relation to performance, more specifically regarding the performance of Police Members. Moreover, from the description of adjusted R-square above, there are still other factors that can influence a person's performance in an organization.

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