



DOI: <https://doi.org/10.38035/dijdbm.v7i3>
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The Influence of Leadership Style and Organizational Culture on the Performance of Members of the Directorate of Water Patrol Sub-Directorate of the Water Police at the Headquarters of the Republic of Indonesia Police

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Abstract: This study aims to analyze the influence of leadership style on member performance, the influence of organizational culture on member performance, and the influence of both variables simultaneously on member performance at the Water Patrol Sub-Directorate of the Water Police at the Indonesian National Police Headquarters. The focus of this study is important because the performance of members of the Water Patrol Sub-Directorate is not only influenced by individual competence, but also depends heavily on the leadership patterns of leaders and the values of organizational culture that shape attitudes, behavior, and work ethic in carrying out operational tasks in water areas. This study uses a quantitative method with a survey approach to obtain numerical data that can be analyzed objectively. Primary data were collected through questionnaires, while qualitative data were obtained from respondents' statements and the results of limited discussions and interviews to complement the understanding of empirical conditions in the field. The study population was 104 members, with a sample of 82 respondents determined based on research criteria. Hypothesis testing was conducted using regression analysis through SPSS version 27. The results showed that leadership style (X1) and organizational culture (X2) had a positive and significant effect on member performance (Y) partially. In addition, both variables also have a simultaneous effect on member performance with an R-Square value of 0.416 or 41.6%, which means that performance variations can be explained by leadership style and organizational culture by 41.6%, while the remaining 58.4% is influenced by other factors outside the research model. This finding confirms that strengthening an effective leadership style and a positive organizational culture is an important strategy in improving the performance of members of the Water Patrol Sub-Directorate of the Indonesian National Police Headquarters Water Police.

Keyword: Leadership Style, Organizational Culture, Member Performance, Directorate of Water Police, Headquarters of the Republic of Indonesia Police.

INTRODUCTION

Public organizations, particularly law enforcement institutions such as the Indonesian National Police (Polri), are required to have optimal human resource performance to address the increasingly complex dynamics of the strategic environment. The Directorate of Water Police (Ditpolair) of the Indonesian National Police Headquarters plays a strategic role in maintaining security and order in national waters, including preventing transnational crime, securing vital objects, and enforcing maritime law. The performance of Ditpolair members is not only determined by technical skills and operational experience, but is also greatly influenced by managerial and organizational factors, particularly the leadership style of the leader and the organizational culture that develops in the work environment (Robbins & Judge, 2019; Armstrong, 2020). Therefore, effective human resource management is key to ensuring the implementation of water police duties in a professional, responsive, and accountable manner.

Leadership style is a fundamental factor influencing the behavior, motivation, and performance of members within an organization. Effective leadership provides clear direction, builds trust, and encourages member involvement in achieving organizational goals (Yukl, 2013). In the context of a hierarchical and command-based police organization, leadership style significantly impacts discipline, loyalty, and member readiness to carry out operational tasks (Sutrisno, 2017). Robbins and Judge (2017) emphasized that an adaptive and human-oriented leadership style will improve performance by increasing motivation and job satisfaction. Therefore, the effectiveness of leadership styles within the Ditpolair environment of the Indonesian National Police Headquarters is an important aspect that needs to be studied empirically.

In addition to leadership, organizational culture also plays a crucial role in shaping members' work attitudes and behaviors. Organizational culture is a system of shared values, norms, and beliefs that guide actions and interactions within the organization (Schein, 2010). A strong and positive organizational culture creates a conducive work climate, increases commitment, and encourages higher performance (Denison, 2012). In police institutions, organizational culture is reflected in the values of discipline, integrity, professionalism, and loyalty to the institution. If these values are properly internalized, members will demonstrate work behavior consistent with expected performance standards (Wibowo, 2020; Bej & Priyono, 2019).

Several previous studies have shown that leadership style and organizational culture have a positive and significant influence on employee performance, both in the public sector and law enforcement organizations. Research by Nasution and Madiistriyatno (2024) found that leadership style and organizational culture simultaneously influence employee performance within the Indonesian National Police (Polri). Similar findings were also expressed by Prasetyo and Wibowo (2019), who stated that effective leadership and a strong organizational culture can significantly improve the performance of police personnel. However, empirical studies specifically examining the influence of these two variables within the Indonesian National Police's Water Police Directorate are still relatively limited. Therefore, this study aims to analyze the influence of leadership style and organizational culture on the performance of members of the Indonesian National Police's Water Police Directorate, both partially and simultaneously, as an effort to provide theoretical and practical contributions to the development of human resource management within the police force.

Leadership Style

Leadership style is a behavioral pattern demonstrated by a leader in influencing, directing, and controlling subordinates to achieve organizational goals. Robbins and Judge (2019) define leadership as the ability to influence a group to achieve a specific vision or set of

goals. Meanwhile, Yukl (2013) views leadership style as the way a leader uses their influence to guide, motivate, and facilitate the work activities of subordinates. This definition emphasizes that leadership style is not only related to formal position, but also to the leader's behavior and interactions with organizational members. In hierarchical organizations such as the police, leadership style plays a strategic role in shaping discipline, loyalty, and member compliance with applicable orders and rules.

Furthermore, Northouse (2016) explains that leadership style is reflected in the combination of traits, skills, and behaviors used by leaders to influence subordinates. One classic approach is the leadership style theory of Lewin, Lippitt, and White, which divides leadership into three main styles: authoritarian, democratic, and laissez-faire. The authoritarian style emphasizes centralized control and decision-making, the democratic style encourages participation and two-way communication, while the laissez-faire style provides extensive freedom to subordinates. Furthermore, Hersey and Blanchard (1988) through situational leadership theory emphasized that the effectiveness of leadership style is highly dependent on the level of readiness and maturity of subordinates, so leaders are required to be able to adapt their leadership style to the conditions faced.

A modern approach to leadership style was also put forward by Bass and Avolio (1994) through the concepts of transformational and transactional leadership. Transformational leadership focuses on the leader's ability to inspire, provide vision, and drive positive change through idealized influence, inspirational motivation, intellectual stimulation, and individualized attention. Conversely, transactional leadership emphasizes the exchange relationship between leaders and subordinates through the provision of rewards and sanctions. Armstrong (2020) emphasized that an effective leadership style will create role clarity, increase motivation, and encourage optimal performance. In the police context, a combination of assertive, adaptive, and member-development-oriented leadership styles is a crucial factor in improving personnel performance and professionalism.

Organizational culture

Organizational culture is a fundamental concept in the study of organizational behavior that describes the patterns of values, beliefs, norms, and basic assumptions shared by an organization's members. Schein (2010) defines organizational culture as a set of basic assumptions discovered, created, or developed by a group as it learns to cope with problems of external adaptation and internal integration, which are then taught to new members as the correct way to think and act. This definition emphasizes that organizational culture is deep-seated and serves as a primary frame of reference for work behavior. Similarly, Robbins and Judge (2019) view organizational culture as a system of shared meaning held by an organization's members that distinguishes one organization from another. This culture serves as both an organizational identity and a behavioral guideline that influences how members interact, make decisions, and carry out tasks.

Furthermore, Hofstede et al. (2010) describe organizational culture as the "collective programming of the mind" that distinguishes members of one organization from those of another. Hofstede's perspective emphasizes that culture shapes collective patterns of thought and action, thus influencing how members respond to orders, authority, and change. Meanwhile, Denison (2012) links organizational culture directly to organizational performance through four main dimensions: involvement, consistency, adaptability, and mission. According to Denison, organizations with a strong culture aligned with strategy will have superior performance because the values they embrace can encourage productive and goal-oriented work behavior.

Another view is put forward by Deal and Kennedy (2000), who state that organizational culture is reflected in core values, organizational heroes, rituals, and informal communication networks that develop within the organization. A strong culture will create member loyalty and

commitment to the organization. Furthermore, Armstrong (2020) emphasizes that organizational culture acts as a social control mechanism that shapes behavioral standards, work ethics, and patterns of working relationships between leaders and subordinates. In the context of public organizations and law enforcement agencies such as the police, organizational culture is a strategic instrument in instilling the values of discipline, integrity, professionalism, and compliance with regulations. Thus, it can be concluded that organizational culture not only functions as an identity but also as a determinant factor that influences the attitudes, behavior, and performance of members in achieving organizational goals.

Member Performance

Member performance is a key indicator of an organization's success in achieving its stated goals. Performance essentially reflects the level of achievement of an individual's or group's work results in carrying out their assigned tasks and responsibilities. Robbins and Judge (2019) define performance as the work results achieved by an individual, influenced by their ability, motivation, and opportunity to perform. This definition emphasizes that performance is determined not only by technical abilities but also by psychological and situational factors. Similarly, Mangkunegara (2017) states that performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. This view emphasizes that performance must be measured objectively through measurable work achievements that are relevant to their job duties.

Furthermore, Armstrong and Taylor (2017) explain that performance is an individual's concrete contribution to achieving organizational goals, manifested through work behavior, work results, and competencies. Armstrong emphasizes that performance is not only oriented towards output, but also on work processes that reflect organizational values. Meanwhile, Mathis and Jackson (2015) view performance as the result of human resource management functions, which include planning, development, assessment, and providing feedback to employees. This perspective shows that performance is strongly influenced by organizational systems and policies. In the context of a police organization, member performance is measured not only by achieving operational targets but also by adherence to procedures, discipline, and professional ethics (Bej & Priyono, 2019).

Furthermore, Bernardin and Russell (2013) state that performance is a record of the results generated from a specific job function over a specific period of time. This definition emphasizes the importance of periodic and ongoing performance evaluation. Wibowo (2020) adds that performance is the result of the interaction between individual competencies, organizational support, and effective leadership. In public organizations such as the police, member performance has a more complex dimension because it is directly related to public service, security, and public trust. Therefore, member performance reflects not only individual abilities but also the effectiveness of the organizational system, leadership quality, and the work culture that develops within the institution.

METHOD

Types of research

This study uses a quantitative approach with an associative research design, which aims to empirically and measurably test and analyze the influence between independent and dependent variables. The quantitative approach was chosen because it allows researchers to process data in numerical form, conduct objective hypothesis testing, and draw conclusions based on inferential statistical analysis (Creswell, 2014; Sugiyono, 2018). Associative research focuses on the causal relationship between leadership style and organizational culture on member performance. This method is considered relevant to explain the extent to which independent variables are able to influence dependent variables in the context of police

organizations that have formal structures and measurable work systems (Sekaran & Bougie, 2016).

Population and Sample

The population in this study was all members of the Water Police Directorate of the Indonesian National Police Headquarters, totaling 900 personnel. Due to limitations in time, access, and research efficiency, not the entire population was used as respondents. The determination of the number of samples was carried out using the Slovin formula with an error tolerance of 10%, resulting in a sample size of 82 respondents who were considered to have proportionally represented the characteristics of the population. Sampling was carried out using a probability sampling technique, so that each member of the population had an equal opportunity to be selected as a respondent, in order to minimize bias and increase the validity of the generalization of the research results (Sugiyono, 2018; Sekaran & Bougie, 2016).

Method of collecting data

The primary data collection method in this study used a structured questionnaire distributed directly to respondents. Questionnaires were used because they are able to collect respondents' perceptions efficiently, systematically, and standardized on the variables studied (Sekaran & Bougie, 2016). The questionnaire instrument was constructed using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' level of agreement with statements related to leadership style, organizational culture, and member performance. The use of questionnaires in quantitative research is considered effective in obtaining reliable primary data that can be analyzed statistically (Sugiyono, 2018).

Research Instruments

The research instrument was developed based on indicators for each research variable, namely leadership style, organizational culture, and member performance. Leadership style was measured through indicators of influence, direction, communication, decision-making, and role model (Robbins & Judge, 2019). Organizational culture was measured through indicators of shared values, work norms, discipline, organizational commitment, and integrity (Schein, 2010; Denison, 2012). Meanwhile, member performance was measured through indicators of work quality, work quantity, punctuality, responsibility, and cooperation (Mangkunegara, 2017; Wibowo, 2020). All instruments were tested for validity and reliability before being used in further analysis to ensure the feasibility of the research measurement tools.

Data Analysis Methods

The data analysis method in this study used inferential statistical analysis with the help of SPSS software version 29. Data analysis was carried out through several stages, including instrument validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests to determine partial effects, F-tests to determine simultaneous effects, and coefficient of determination (R^2) analysis to see the magnitude of the contribution of independent variables to the dependent variable. The use of SPSS is considered effective and accurate in processing quantitative data and producing statistical output that is easy to interpret (Ghozali, 2018; Santoso, 2020). The results of this analysis serve as the basis for decision-making regarding the research hypotheses that have been formulated.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a. If the r value is positive and the r result is > r table , then the item or variable is valid.
- b. If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X₁ , and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1: The Influence of Leadership Style on the Performance of Members of the Marine Police Directorate at the Headquarters of the Republic of Indonesia Police

Hypothesis 2: The Influence of Organizational Culture on the Performance of Members of the Marine Police Directorate at the Headquarters of the Republic of Indonesia Police

Hypothesis 3: Leadership Style and Organizational Culture have a simultaneous influence on the Performance of Members of the Water Police Directorate at the Headquarters of the Republic of Indonesia Police.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H 0 is accepted. 2) If F count > F table , then H0 is rejected.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value.

RESULTS AND DISCUSSION

t-test (Partial)

t- Test Results Table

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,125	3,693		4,638	0.000
	Leadership Style	0,219	0.078	0.254	2,822	0.006
	Organizational culture	0,435	0.075	0,521	5,779	0,000

a Dependent Variable: Member Performance

Source: SPSS Data Processing 27, 2025

Based on the results of the t-test to determine the influence of each independent variable on Personnel Performance, the following results were obtained:

1) Leadership Style (X₁) The test results show a calculated t value of 2.822 > from the t table (1.990) with a significance level of 0.006. The significance value is smaller than 0.05, so H₀ is rejected and H₁ is accepted. Thus, it can be concluded that Leadership Style has a positive and significant effect on Member Performance. This shows that Leadership Style good, then performance will increase significantly.

2) Organizational Culture (X₂) The t-test results show a calculated t-value of 5.779 > from the t-table (1.990) with a significance level of 0.000. The significance value is less than 0.05, so H₀ is rejected and H₂ is accepted. Thus, it can be concluded that Organizational Culture has a positive and significant effect on Member Performance. This shows that Organizational Culture good, then performance will increase significantly.

F Test (Simultaneous)

F Test Results Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	685,441	2	342,721	28,081	,000 ^b
	Residual	964,181	79	12,205		
	Total	1649,622	81			

a. Dependent Variable: Member Performance
 b. Predictors: (Constant), Leadership Style, Organizational Culture

Based on the results of the simultaneous test (F test), the calculated F value was 28.081, which was greater than the F table of 3.11, with a significance level of 0.000 (<0.05). These results indicate that together, Leadership Style and Organizational Culture have a positive and significant influence on Member Performance. Thus, the hypothesis stating that there is a simultaneous influence between independent variables on the dependent variable can be accepted statistically.

These findings indicate that employee performance is not influenced by a single factor in isolation, but rather by the interaction and synergy between the leadership styles implemented by leaders and the organizational cultural values that develop within the work environment. An

effective leadership style provides direction, motivation, and role models for employees, while a strong organizational culture plays a role in shaping attitudes, behaviors, and a work ethic that support optimal performance.

By meeting the F-test criteria, it can be concluded that the regression model used in this study is fit and has sufficient ability to explain the influence of Leadership Style and Organizational Culture variables on Member Performance. This also confirms that these two independent variables are important determinants in improving member performance, thus requiring serious attention in the formulation of managerial policies and organizational development.

Test of the Coefficient of Determination (R²)

Table 1 Results of the Determination Coefficient (R²) Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.645 ^a	0,416	0,401	3,494

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

b. Dependent Variable: Member Performance

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square (R²) value was obtained at 0.416 . This shows that 41.6 % of the variation in Member Performance can be explained by the Leadership Style and Organizational Culture variables , while the remaining 58.4% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.401 shows that after adjusting for the number of independent variables, the contribution of the two variables to Member Performance is 40.1 %

The Influence of Leadership Style on Member Performance

The results of the study indicate that Leadership Style has a positive and significant effect on Member Performance. This finding indicates that the more effective the leadership style implemented by the leader, the higher the level of performance produced by the members. This is reflected in the results of the hypothesis test which shows a t-statistic value of 2.822, greater than the t-table of 1.990, with an influence coefficient of 0.219 and a p-value of 0.006 (<0.05). Thus, the hypothesis stating that there is an influence of leadership style on member performance can be accepted statistically.

The results of this study align with the leadership theory proposed by Yukl (2013), which states that leadership is the process of influencing individuals or groups to achieve organizational goals through direction, motivation, and effective decision-making. Similarly, Robbins and Judge (2017) emphasized that the right leadership style can increase employee motivation, commitment, and performance due to clear direction, support, and role models from leaders.

Furthermore, the findings of this study align with previous research, including research by Nasution and Madiistriyatno (2024), which found that leadership style has a positive and significant influence on employee performance within the police force. Another study by

Sutrisno (2019) also found that a participatory and communicative leadership style can drive performance improvement through increased discipline and work loyalty. Therefore, these research findings strengthen empirical evidence that leadership style is a strategic factor in improving employee performance.

The Influence of Organizational Culture on Member Performance

The results of the study indicate that Organizational Culture has a positive and significant effect on Member Performance. This indicates that the stronger and more positive the organizational cultural values applied, the more significantly member performance will increase. This is proven by the results of the hypothesis test with a t-statistic value of 5.779, greater than the t-table of 1.990, with an influence coefficient of 0.435 and a p-value of 0.000 (<0.05). Thus, the hypothesis that organizational culture influences member performance can be accepted.

This finding aligns with Schein's (2010) theory of organizational culture, which states that organizational culture is a pattern of values, norms, and basic assumptions that guide the behavior of organizational members at work. A strong and positive organizational culture fosters a disciplined, loyal, and goal-oriented work attitude. A similar view is expressed by Denison (2012), who asserts that an adaptive, consistent, and mission-oriented organizational culture is strongly correlated with improved organizational and individual performance.

The results of this study also align with previous research, such as that by Wibowo (2020), which found that organizational culture significantly influences the performance of public sector employees. Another study by Sari and Nugroho (2021) found that internalizing organizational cultural values can improve employee work ethic, responsibility, and productivity. Thus, this research further confirms that organizational culture is a key determinant in shaping and improving employee performance.

The Simultaneous Influence of Leadership Style and Organizational Culture on Member Performance

Based on the results of simultaneous testing, it can be concluded that Leadership Style and Organizational Culture jointly have a positive and significant influence on Member Performance. This finding indicates that member performance is not solely determined by a single factor, but rather is the result of a synergy between the leadership patterns implemented by leaders and the organizational cultural values that develop within the work environment.

The results of this study align with the performance management theory proposed by Armstrong (2014), which states that individual performance is influenced by a combination of leadership, organizational culture, work systems, and the organizational environment. Effective leadership provides direction and motivation, while a strong organizational culture reinforces consistent, results-oriented work behavior.

Furthermore, the results of this study align with previous research, such as that by Kemal Taufik, Nasution, and Madiistriyatno (2024), which stated that leadership style and organizational culture simultaneously have a significant influence on employee performance within the Indonesian National Police (Polri). Research by Prasetyo (2022) also showed that the combination of effective leadership and a positive organizational culture can improve performance more optimally than the influence of each variable alone. Thus, this study emphasizes the importance of a comprehensive managerial approach in improving employee performance.

CONCLUSION

Based on the analysis and discussion of the research, it can be concluded that leadership style has a positive and significant effect on the performance of members of the Marine Police Directorate at the Indonesian National Police Headquarters. This finding indicates that

leadership effectiveness, demonstrated through the leader's ability to provide direction, motivation, role model, and appropriate decision-making, can encourage improved member performance. The better the leadership style implemented, the higher the level of performance achieved by members in carrying out their duties and responsibilities.

Furthermore, this study also concluded that organizational culture has a positive and significant influence on member performance. This indicates that the values, norms, and behavioral patterns developed within the organization play a strategic role in shaping members' work attitudes, discipline, loyalty, and performance orientation. A strong, consistent, and goal-oriented organizational culture has been shown to create a conducive work environment, thus encouraging members to perform optimally and responsibly in accordance with organizational standards.

Simultaneously, leadership style and organizational culture have been shown to have a positive and significant impact on member performance. These findings confirm that performance improvement cannot be achieved partially, but rather requires synergy between effective leadership and a positive organizational culture. Leadership that is able to provide direction and inspiration will be more optimal when supported by a strong organizational culture and the internalization of work values that align with the organization's vision and mission. Therefore, efforts to improve the performance of members of the Water Police Directorate need to be carried out through a comprehensive managerial approach that strengthens leadership quality while building a sustainable organizational culture.

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