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The Influence of Organizational Culture and Leadership on Work Productivity at The Intelligence and Security Agency (Baintelkam) of The Republic of Indonesia Police

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Abstract: This study aims to determine the influence of organizational culture on work productivity, the influence of leadership on work productivity, the influence of work discipline on work productivity, the influence of work discipline on organizational culture on work productivity, and the influence of work discipline on leadership on work productivity of Indonesian National Police (Baintelkam Polri) personnel. Based on the Sobel test, a Z-value of 0.59 was obtained, which is less than the critical value of 1.96 at the 5 percent significance level. These results indicate that Work Discipline (Z) does not significantly mediate the influence of Organizational Culture (X1) on Work Productivity (Y). Based on the Sobel test, a Z-value of 3.91 was obtained, which is greater than the critical value of 1.96 at the 5 percent significance level. These results indicate that Work Discipline (Z) significantly mediates the influence of Leadership (X2) on Work Productivity (Y).

Keyword: Organizational Culture, Work Discipline, Work Productivity.

INTRODUCTION

Work productivity is a crucial indicator of an organization's success, including public sector organizations like the Indonesian National Police (Polri). As an institution with a strategic role in maintaining security and public order, the Polri is required to have personnel who are not only professional but also possess discipline and a strong work ethic.

One of the main implementing elements within the Indonesian National Police (Polri) is the National Police Intelligence and Security Agency (Baintelkam), which is tasked with carrying out security intelligence functions. This function requires personnel who are not only professional, but also possess high discipline, loyalty, integrity, and the ability to work in complex situations. Therefore, factors such as organizational culture, leadership, and work discipline play a crucial role in supporting the productivity of Baintelkam Polri personnel.

In this context, the National Police Intelligence and Security Agency (Baintelkam), as one of the main implementing elements of the National Police tasked with carrying out security intelligence functions, requires a strong organizational culture, effective leadership, and high work discipline to optimize personnel productivity. One of the indicators influencing efforts to increase effective and efficient productivity is Work culture and organizational commitment . Work culture aims to change the attitudes and behavior of existing members in order to increase work productivity to face various challenges in the future. Work culture is important to study because the findings of work culture research can help formulate the vision and mission as well as policies in achieving organizational goals. Furthermore, problems with work culture that arise in organizations are usually related to the behavior of members in understanding the values that are the foundation of the organization.

Effective leadership within a police organization is crucial for successful mission achievement. Visionary, communicative, and participatory leaders are able to direct and motivate their members to work more productively. Work discipline is also a crucial factor linking organizational culture and leadership to productivity. Strong discipline is reflected in adherence to regulations, punctuality, awareness of responsibility, and consistency in carrying out tasks. Highly disciplined personnel will be able to work more effectively and efficiently, thereby increasing productivity. However, in reality, phenomena such as late arrivals, lack of administrative awareness, and suboptimal use of working hours are still found within the National Police Intelligence Agency (Baintelkam Polri), indicating that discipline issues still require serious attention. Work discipline is a factor that bridges organizational culture and leadership with productivity.

The productivity of the National Police's Intelligence and Security Agency (Baintelkam) personnel can be seen in the achievement of security intelligence targets, the quality of intelligence data analysis, and the speed of information delivery to leadership. However, reality shows that there is still a gap between targets and actual results. For example, the National Police's performance report (2023) stated that the achievement of intelligence report analysis targets was only around 87%, below the set target of 95%. This phenomenon demonstrates that there is still room for improvement in organizational culture, leadership, and work discipline, which will ultimately lead to increased personnel productivity.

METHOD

Types of research

This research is quantitative, descriptive, and associative. It is called a quantitative approach because the approach used in the research proposal, process, hypothesis, fieldwork, data analysis, and conclusions, up to the writing, utilizes aspects of measurement, calculation, formulas, and numerical data certainty. This research is descriptive because it aims to create a systematic, factual, and accurate depiction/description of the facts and characteristics of a particular population or area (Ginting, 2018). Meanwhile, it is said to be associative research because this research connects two or more variables.

According to Sugiyono (2021), "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical with the aim of testing predetermined hypotheses.

Sample population

According to Sugiyono (2019), the definition of population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn.

From this understanding, the population in this study is 183 personnel at the Indonesian National Police Intelligence and Security Agency (Baintelkam), the sample size was carried out using the Slovin technique, resulting in 65 results. personnel.

Method of collecting data

Techniques are methods for searching for and obtaining data on variables in the form of notes, reports, and documentation. According to Sugiyono (2020), there are two main factors that influence the quality of research data: the quality of the research instrument and the quality of the results. In this study, the data collection technique used is the field research technique, carried out by going directly to the field using a questionnaire data collection tool which is distributed to respondents.

The data collection techniques used in this study are as follows:

1. Questionnaire

A questionnaire was given to respondents to determine the influence of organizational culture and leadership on work productivity through work discipline at the Intelligence and Security Agency (Baintelkam) of the Republic of Indonesia Police.

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree Score 5
- b) Agree Score 4
- c) Quite Agree Score 3
- d) Disagree Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

2. Research Instruments

Instrument research on the variables of Organizational Culture (X_1), Leadership (X_2) and Work Productivity (Y) Through Work Discipline at the Intelligence and Security Agency (Baintelkam) of the Republic of Indonesia Police in the form of a questionnaire with a Likert scoring model filled out by respondents on the questionnaire distributed. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS).

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

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

- a) If the r value is positive and the r_{result} is $> r_{\text{table}}$, then the item or variable is valid.
- b) If the r value is negative and $r_{\text{result}} < r_{\text{table}}$ or r_{result} is negative $> r_{\text{table}}$ 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), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r alpha value is positive and $r\ \alpha > r\ \text{table}$, then the item or variable is reliable.
- b) If the r alpha value is negative and $r\ \alpha < r\ \text{table}$ or $r\ \alpha$ is negative $> r\ \text{table}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) 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 (X_1 and X_2), 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.

Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) 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."

Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations 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

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

- a. t-test
To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:
 - 1) H_0 is accepted if $t_{count} < t_{table}$.
 - 2) H_0 is rejected if $t_{count} > t_{table}$.
- b. F test
The F test statistic is used to determine simultaneously (multiple) the influence between Organizational Culture (X_1) and Leadership (X_2) on Work Productivity (Y) , with the test results being:
 - 1) H_0 is accepted if $F_{count} < F_{table}$.
 - 2) H_0 is rejected if $F_{count} > F_{table}$.

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable X_1 (Organizational Culture), variable X_2 (leadership) and variable Y (work productivity) and is analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, namely to find out whether each variable studied has a positive influence on work motivation or vice versa. The data was analyzed using the regression analysis command (option) found on the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Table 1. Results of the Regression Equation Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10,654	7,648		1,393	.169
X1	.259	.136	.205	1,898	.062
X2	.527	.119	.480	4,441	.000

a. Dependent Variable: (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 10.654 + 0.259.X_1 + 0.527.X_2$$

- 1) The constant value $a = 10.654$ can be interpreted that if Organizational Culture and leadership have a value of zero then work productivity has a positive value of 10.654.
- 2) Organizational Culture regression coefficient $b_1 = 0.259$ can be interpreted that if the Organizational Culture value increases by one, the Work Productivity value will also increase by 0.259.
- 3) Leadership regression coefficient $b_2 = 0.527$ can be interpreted that if Leadership increases by one, the Work Productivity value will also increase by 0.527.

c. Coefficient of Determination

Based on the calculations in the table below The influence test was carried out for the three variables, and based on the Model Summary table which produced an R Square value of 0.320, this shows that 32% of the Organizational Culture (X_1) and Leadership (X_2) variables have a simultaneous (together) influence on the Work Productivity (Y) variable and the remaining 68% is influenced by other factors. which was not examined in this study.

c. Hypothesis Testing

1) t test

a) The Influence of Organizational Culture on Work Productivity.

The t-test value of the Organizational Culture variable (X_1) with a calculated t of 3.898 and significance of 0.001. Because the calculated t is greater than the table t ($3.898 > 1.998$) and significance is less than 5% (0.000) then H_a is accepted and H_0 is rejected, it can be stated that Organizational Culture (X_1) has a significant effect on work productivity (Y).

b) The Influence of Leadership on Work Productivity.

The t-test value of the Leadership variable (X_2) with a calculated t of 4.441 and significance is 0.000. Because the calculated t is greater than the t table ($4.441 > 1.998$) and the significance is less than 5% (0.000) then H_a accepted and H_0 is rejected, it can be stated that Leadership (X_2) has a significant influence on work productivity (Y).

2) F test

From the results of the analysis in the table above, namely the test ANOVA obtained a calculated F value of 14.584 while the F table ($\alpha 0.05$) for $n = 61$ is 2.37. So the calculated F is $>$ from the F table ($\alpha 0.05$) or $14.584 > 2.37$, with a significance level of 0.000 because $0.000 < 0.05$, it can be said that Organizational Culture (X_1) and Leadership (X_2) jointly influence work productivity (Y).

CONCLUSION

1. There is an influence Work Culture towards Work Productivity, proven from the t-test value of the Organizational Culture variable (X_1) with a calculated t of 3.898 and significance of 0.000. then H_a is accepted and H_0 is rejected, it can be stated that Organizational Culture (X_1) has a significant effect on work productivity (Y).
2. There is an influence Commitment to Work Productivity, proven by the t-test value of the Leadership variable (X_2) with a calculated t of 4.441 and significance of 0.000. Because the calculated t is greater than the t table ($4.441 > 1.998$) and the significance is less than 5% (0.000) then H_a is accepted and H_0 is rejected, it can be stated that Leadership (X_2) has a significant effect on Work Productivity (Y).
3. There is the influence of work culture and commitment together on work productivity, proven by testing ANOVA test obtained ANOVA obtained a calculated F value of 14.584 while the F table ($\alpha 0.05$) for $n = 61$ is 2.37. So the calculated F is $>$ from the F table ($\alpha 0.05$) or $14.584 > 2.37$, with a significance level of 0.000 because $0.000 < 0.05$, it can be said that Organizational Culture (X_1) and Leadership (X_2) jointly influence work productivity (Y).

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