



The Influence of Organizational Culture and Leadership Supervision on Personnel Performance Through Job Satisfaction as an Intervening Variable for Central Java Regional Police Financial Unit Personnel

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ABSTRACT

Performance is a basic concept of a person's process, which consists of behavioral engagement towards desired results. Performance is not only assessed based on the final results achieved but also on behavior. The Finance Sector (Bidkeu) of the Central Java Regional Police is experiencing problems related to the increasingly declining performance of the Bidkeu Satker personnel of the Central Java Regional Police. This research aims to analyze the influence of organizational work culture and leadership supervision on the performance of the Central Java Regional Police Bidkeu through job satisfaction. The method used is a quantitative approach with survey data collection techniques by distributing a list of statements in the form of a questionnaire to respondents and assessing them based on Likert scale scores. The type and source of data are primary data from 98 respondents from members of the Bidkeu Polda Jateng. Data analysis used the PLS method with WarpPLS software version 8.0. The dependent variable in this research is Employee Performance (Y), the independent variable is Organizational Culture (X1) and Leadership Supervision (X2), and the intervening variable is Job Satisfaction (Z). The results show that Organizational Culture has a significant effect on job satisfaction, Leadership Supervision has no significant effect on job satisfaction, Organizational Culture has a significant effect on Personnel Performance and Job Satisfaction has no significant effect on Personnel Performance.

Keywords: Organizational Culture, Leadership Supervision, Employee Performance, Job Satisfaction, Polda Jateng

1. Introduction

Polri The National Police always improves itself by providing maximum service to the community as a form of effective performance. Based on Political Regulation No. 14 of 2018 concerning the organizational structure and work procedures at the regional police level, Bidkeu is tasked with organizing and fostering financial management, which includes financing, control, bookkeeping, and accounting for financial reporting, verification of financial accountability, and the development of financial functions. According to Darmawan et al. (2020), the quality of human resources determines the success of an organization. Human resource management is considered to influence employee skills, abilities, attitudes, behavior, and knowledge so that it can influence organizational performance (Anwar & Abdullah, 2021). Hutapea & Thoha (2008) stated that human resource competency consists of three indicators, namely knowledge, skills, and behavior or attitudes.

Performance is a basic concept of a person's process, which consists of behavioral engagement towards desired results. This shows that behavioral involvement and the results obtained are interconnected (Darmawan et al., 2020). In carrying out their main duties and functions, many Bidkeu personnel still carry out their duties without complying with the rules or lacking discipline, resulting in decreased performance. This can be seen from the absence of all work units, both Regional Police Headquarters and Police Headquarters, which are under the auspices of the Bidkeu work unit, in compiling reports and sending reports not on time as determined.

Based on data on the absence of financial reports for December 2022 from the Central Java Regional Police Bidkeu, there was a decline in the performance of financial function personnel, as seen from the presence of 15 work units that sent reports on time. Based on data on budget realization of Central Java Regional Police Working Units up to September 2022 (Quarter III) from OMSPAN, it is known that there were still 9 working units, where up to September budget realization/absorption was still low (below 50%). Even though, according to the provisions of the Ministry of Finance of the Republic of Indonesia, in the third quarter, budget absorption was at least 50%, the nine working units were unable to fulfill this. There are many factors that cause low absorption, including firstly the lack of financial functionaries complying with the Budget Withdrawal Plan (RPD) that has been prepared by planners; secondly, a lack of coordination between treasurers, planners, and activity implementers; and thirdly, pressure from superiors that cannot be carried out by personnel. These three factors influence the decline in personnel performance. In addition, based on observations made by the author, apart from the

decline in performance in terms of financial functions, the behavior of members of the Bidkeu Bidkeu Regional Police of Central Java Regional Police still found behavior that committed violations on a light scale, such as not coming to work and not attending roll calls without prior permission.

Interviews conducted with members of the Central Java Regional Police Bidkeu Working Unit showed that Satker members had work guidelines and a work atmosphere that required work discipline, so quite a lot of members felt uncomfortable and wanted to apply for a transfer to another working unit that they felt made them comfortable. Their lack of discipline affects the running of the Bidkeu work organization. This further supports the lack of performance among members of the Bidkeu Satker Polda Jateng. The successful performance of personnel in an organization cannot be separated from organizational culture. According to Robbins (2003), organizational culture refers to a system of shared understanding among organizational members that differentiates it from other organizations. Organizational culture can change personnel behavior because culture is a factor that can influence personnel and organizational behavior both positively and negatively. Research by Jie et al. (2020) shows that organizational culture influences employee performance. Rivai (2020); Oktavia & Fernos (2003) added that the better the organizational culture, the more employee performance will increase. Another factor that influences personnel performance is the supervision of leadership.

An inherent monitoring policy is needed for personnel behavior to determine the efforts made to improve employee work abilities, increase discipline, commitment, and loyalty to work, work organization, nation, and state.

National Police Chief Regulation No. 2 of 2022 concerning Inherent Supervision within the National Police states that to avoid deviations in the behavior of the Republic of Indonesia National Police officers, superiors must control the actions and activities of their subordinates in the form of inherent supervision; that with inherent supervision, the discipline, ethics, and efficiency of police officers in carrying out their duties will increase, so that the goals of the National Police organization can be achieved in accordance with the principles of good governance.

Perkap No. 2 of 2022, Article 2, states that Waskat must be implemented by superiors to subordinates. The superior in question is the direct superior in the same work unit. Police members, as civil servants, carry out tasks under operational control. Waskat is carried out by the direct superior of the police technical function unit, who carries out tasks under operational control, together with the head of operations of the work unit, who receives secondment duties. Article 3 explains that Waskat is carried out in the form of monitoring and/or inspection. Monitoring and/or inspection, as referred to in paragraph 1, is carried out on the discipline, ethics, and performance of subordinates.

The supervision inherent in the National Police is carried out in stages and on a schedule through supervision activities, written reports, duty checks, case titles, and control through administration. The target of inherent supervision is the national police officers, while the object is the attitude, behavior, and implementation of the duties of each police officer. The aim of embedded supervision is to increase member discipline through good direction and guidance from the leadership. Research from Irsyan et al. (2021) shows that the better the implementation of supervision, the higher employee performance will be. Nasution & Khair (2022) state that supervision has a positive effect on employee performance. The influence of organizational culture and leadership supervision on the performance of Central Java Regional Police Bidkeu Satker personnel will be stronger with the formation of job satisfaction among personnel. Job satisfaction is a positive feeling towards work due to an evaluation of its characteristics. Job satisfaction is a reaction to policies made by a company that is influenced by the individual's own background, such as age, family heritage, social environment, education, gender, and so on (Robbins & Judge, 2013).

Nurbaeti's research (2022) states that job satisfaction has an influence on performance. According to Nasution and Khair (2022), satisfied employees tend to speak positively about the company, help others, and act in such a way that their performance exceeds or even exceeds targets. According to Arifin et al. (2019), if employees understand the work or policies, there will be satisfaction, so actions related to employee performance will emerge. According to Rozanna et al. (2019), all efforts to improve employee performance should aim to increase job satisfaction.

Poor organizational culture and leadership supervision can reduce the performance of Central Java Regional Police Bidkeu Satker personnel. However, there is also previous research that shows different results regarding the influence of organizational culture and leadership supervision on personnel performance, as shown in the research gap in the following table:

Table 1. Research Gap

Research Gap	Result	Author, Year
There are different research results regarding the influence of organizational culture on personnel performance	Organizational culture has a positive and significant effect on personnel performance	Dunggio (2020); Rivai (2020); Jie et. al. (2020); Oktavia & Fernos (2023)
And another entry	Organizational culture has no effect on personnel performance	Sapta et. al. (2021)
There are different research results regarding the influence of leadership supervision on personnel performance	Leadership supervision has a positive and significant effect on personnel performance	Nasution & Khair (2022); Irsyan dkk. (2021)
	Leadership supervision does not have a significant effect on personnel performance	Suhariyanto & Putro (2018); Sondole dkk. (2015)

1.1 Research Purposes

This research aims to measure the extent to which organizational culture and leadership supervision influence personnel performance through job satisfaction as an intervening variable.

2. Review of Literature

The Theory of Planned Behavior (TPB) was proposed by Ajzen (1991) as an update and refinement of the theory of reasoned action. TPB uses three contextual determinants of intention, namely attitudes towards behavior, subjective norms, and perceived behavioral control. According to the TPB, behavioral performance is a combined function of intention and perceived behavioral control, to obtain appropriate behavioral performance it must meet certain conditions. First, measures of intention and perceived behavioral control must match or match the desired behavior. Second, intentions and perceived behavioral control must remain present and stable in the interval between assessment and observation of behavior. Third, predictive validity is related to the accuracy of perceived behavioral control. Adding perceived behavioral control should become increasingly useful as control over behavior decreases. Intentions and perceived behavioral control can make significant contributions to the prediction of behavior (Ajzen, 1991).

2.1 The Relationship between Organizational Culture and Job Satisfaction

One of the factors that influences personnel satisfaction is organizational culture. Organizational culture is able to provide appropriate standards for what all employees should say and do. Sena (2020) states that improving organizational culture will lead to increased job satisfaction. This is in line with previous research conducted by Fathurahman (2022) which shows that there is a relationship between organizational culture and job satisfaction which has a direct positive influence.

H1: Organizational culture influences job satisfaction

2.2 Relationship between Leadership Supervision and Job Satisfaction

Improving employee attitudes, willingness and abilities can be done with a series of monitoring and attention to real actions to achieve satisfaction at work. Supervision, which is one of the aspects that causes job satisfaction, can be identified as a process to ensure that organizational and management goals are achieved. According to Rosalinda et al., (2021) good supervision will create a positive influence on employees, where they have a great desire and awareness to complete work according to the targets set. This is in line with previous research conducted by Susanti & Sarianti (2019) which stated that supervision carried out by leaders has a significant effect on employee job satisfaction.

H2: Leadership supervision has an effect on job satisfaction

2.3 The Relationship between Organizational Culture and Personnel Performance

The organizational culture socialization process will filter employees who accept the organizational cultural values so that they feel connected and comfortable at work. A strong culture creates loyalty for employees considering that there are shared values and understanding of behavioral patterns within the company. According to Jie et al. (2020) Organizational culture has a positive impact on employee performance. This is in line with previous research conducted by Rivai (2020) which states that organizational culture influences employee performance. This is in line with research by Oktavia & Fernos (2023) which states that organizational culture has a positive and significant effect on employee performance.

H3: Organizational culture influences personnel performance

2.4 Relationship between Leadership Supervision with Performance Employee

Managers have personal goals as well as organizational goals. The main problem of control is how to influence managers to act to achieve their personal goals in such a way as to help achieve organizational goals so that the goals of organizational members are consistent with organizational goals in order to achieve goal alignment. Irsyan et al. (2021) stated that the better the implementation of supervision, the better employee performance will be. This is in line with previous research conducted by Nasution & Khair (2022) which stated that there is a positive and significant influence of work supervision on employee performance.

H4: Leadership supervision influences personnel performance

2.5 The Relationship between Job Satisfaction and Personnel Performance

Arifin et al (2019) stated that if employees understand the work or policies, there will be satisfaction so that actions related to employee performance will emerge. This is in line with previous research conducted by Nurbaeti (2022) and Nasution & Khair (2022) which stated that there is a significant influence between job satisfaction and employee performance.

H5: Job satisfaction influences personnel performance

Based on the relationships between variables and the hypotheses explained, this research developed the research model shown in Figure 1.

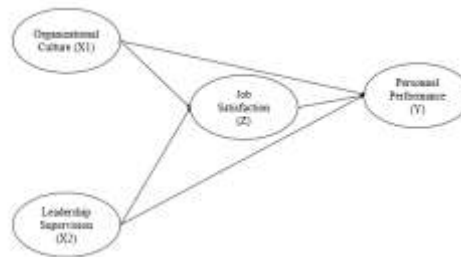


Fig. 1. Research Model

Source: Primary data processed

3. Framework and Methodology

3.1 Types of research

According to Sugiyono (2015), the quantitative research approach in this research is an approach based on the philosophy of positivism, used in researching certain populations and samples, research instruments are used for data collection, data is analyzed quantitatively/statistically, and aims to test predetermined hypotheses. This research's research method is viewed from data collection techniques, using survey research methods. Surveys are a method used to obtain data from certain natural places, by providing treatment in data collection such as distributing questionnaires, tests, structured interviews and so on (Sugiyono, 2015).

3.2 Research variable

Research variables are attributes or properties or values of subjects, objects or activities that have certain variations, which are determined to be studied and concluded (Sugiyono, 2015). The variables in this research consist of the Dependent Variable, namely Personnel Performance (Y), the Independent Variable, namely Organizational Culture (X1) and Leadership Supervision (X2), and the Intervening Variable is Job Satisfaction (Z).

3.3 Data Types and Sources

The type of data in this research is primary data in the form of respondents' answers (research objects) which are represented in the form of responses to research questionnaires. The data source for this research is primary data, which comes directly from respondents. Respondent data is very necessary to find out respondents' responses regarding Organizational Culture, Leadership Supervision, Personnel Performance and Job Satisfaction. Data was obtained directly using a questionnaire distributed to members of the Central Java Regional Police Bidkeu Working Unit. The population in this study were 98 Central Java Regional Police Bidkeu Satker personnel.

3.4 Population and Sample

The population in this study was less than 100, so the sample in this study was the entire population with the following distribution:

Table 2. Research Population

Personnel	Number of Personnel
Treasurer of the Regional Police Headquarters Unit	26
Precinct Treasurer	35
Staff Bidkeu	37
TOTAL	98

Source: Central Java Regional Police Bidkeu (2023)

3.5 Method of collecting data

The data in this research was collected through a questionnaire, where in its preparation several aspects related to the research variables were reduced. The Likert scale was used as a data collection tool in this research. According to Sugiyono (2015) the Likert scale is used to measure the attitudes,

opinions and perceptions of a person or group of people towards social phenomena. Variables measured using a Likert scale are converted into indicator variables. These indicators are used to develop instruments which can be in the form of statements or questions. Each statement offers alternative answer choices arranged on a Likert scale with a scale of 1 to 5, describing the level of suitability of certain categories that represent the respondent's answer choices.

3.6 Test instrument

The validity test is used to measure whether a research is valid or not. A questionnaire is said to be valid if the statements in the questionnaire can reveal something that is measured by the questionnaire (Ghozali, 2011). The validity test of items with a high generalization coefficient shows the suitability between the function of the item and the function of the measuring instrument. A statement on the questionnaire is said to be valid if $r\text{-count} > r\text{-critical}$. Reliability according to Azwar (2011) comes from the word rely and ability. The concept of reliability is the extent to which measurement results can be relied upon. Measurement is said to be reliable if the measurement results have high reliability. An unreliable measurement will not be consistent over time. Testing of valid items uses measuring instruments with reliability testing techniques Alpha Cronbach. Reliability calculation formula with test Cronbach Alpha according to Nunnally (in Ghozali, 2011) is if valueCronbach Alpha calculation results > 0.7 , it can be said that the research variables are reliable.

3.7 Data analysis method

Descriptive statistics are statistics related to how data can be described, illustrated, explained or explained in a way that is easy to understand (Siregar, 2010). Descriptive analysis provides an overview of respondents' responses to research variables. Descriptive analysis was carried out on respondents' characteristics (such as gender, age, and length of work) and respondents' answers to statements from each research variable. This research uses data analysis Partial Least Square (PLS). PLS is a variance-based structural equation analysis (SEM) that can simultaneously test measurement models as well as test structural models. The measurement model is used to test validity and reliability. Meanwhile, the structural model is used to test causality. PLS is a nature analysis soft modeling because it does not assume the data must be on a certain scale of measurement, which means the number of samples can be small or below 100 samples.

3.8 Framework

A framework was created to clarify the direction of the research. The framework of thinking in this research can be explained in the following picture:

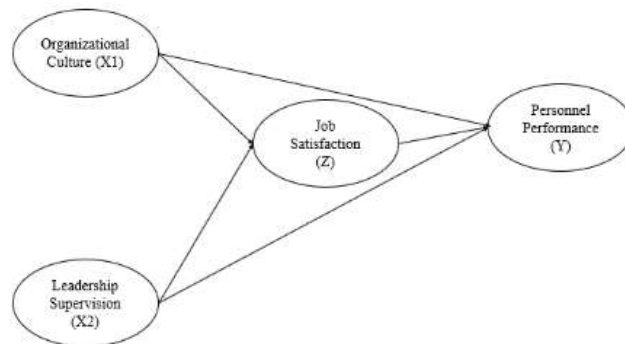


Fig. 2. Framework

Source: Previous research, processed by the author (2023)

Based on Figure 1, the following effects can be seen:

1. Job satisfaction (Z) is influenced by organizational culture factors (X1) and leadership supervision (X2).
2. The performance of Central Java Regional Police Finance Unit Personnel (Y) is influenced by the factors Organizational Culture (X1) and Leadership Supervision (X2).
3. The performance of Central Java Regional Police Finance Unit Personnel (Y) is influenced by the Job Satisfaction factor (Z)

4. Analysis and Discussion

4.1 Analysis

1. Direct Impact Results

Results of structural equation model analysis using the program WarpPLS ver 8.0 shows the following path coefficient model:

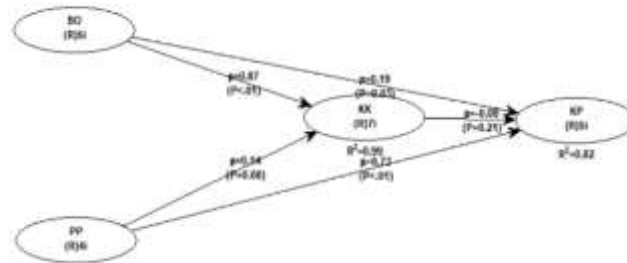


Fig. 3. Framework

Source: Source: WarpPLS ver 8.0 results

Table 3. Path Coefficients of Structural Equation Models

Influence Between Variables	Path Coefficient	P- Value	Information
Organizational Culture → Job Satisfaction	0.866	<0.001	Significant
Leadership Supervision → Job Satisfaction	0.137	0.081	Not significant
Organizational Culture → Personnel Performance	0.187	0.027	Significant
Leadership Supervision → Personnel Performance	0.729	<0.001	Significant
Job Satisfaction → Personnel Performance	-0.079	0.212	Not significant

Source: Attachment, processed by the author 2023

Based on Table 3, it can be seen that the path coefficient results are as follows:

- Organizational culture positive **influence** on Job Satisfaction with the path coefficient value (*path coefficient*) 0.866 and significant with a P-Value <0.001, which means <0.05.
- Leadership Supervision Positive **influence** on Job Satisfaction with the path coefficient value (*path coefficient*) 0.137 and not **significant** with a P-Value of 0.081, which means >0.05.
- Organizational culture positive **influence** on Personnel Performance with the path coefficient value (*path coefficient*) 0.187 and significant with a P-Value of 0.027, which means <0.05.
- Leadership Supervision Positive **influence** on Personnel Performance with the path coefficient value (*path coefficient*) 0.729 and significant with P-Value <0.001, which means <0.05.
- Job satisfaction negative **influence** on Personnel Performance with the path coefficient value (*path coefficient*) -0.079 and not **significant** with a P-Value of 0.212, which means >0.05.

2. Indirect Effect Results

Indirect influence can be generated by evaluating the calculation results WarpPLS and take it into account in the calculations Variance Accounted For (VAF). VAF is a measure of the mediating variable's ability to absorb the direct influence of the model without being mediated. The following is the VAF formula according to (Mahfud & Dwi, 2013):

Information:

P12 x P23 : Exogenous indirect influence through mediation

P12 : Path coefficient of exogenous variables towards the mediator

P23 : Mediating path coefficient on endogenous variables

P13 : Coefficient of direct influence of exogenous variable-i on the variable endogenous (initial model without including mediators)

According to Mahfud & Dwi (2013) the results of the calculation of this formula are then considered using the VAF categories divided as follows:

1. Full Mediation, if VAF value > 80%
2. Partial Mediation, if the VAF value is between 20% to 80%
3. Does not mediate, if VAF value < 20%

The following are the results of WarpPLS ver 8.0:

Table 4. Calculation of Mediation Effect

Path Name	Organizational Culture → Personnel Performance	Leadership Supervision → Personnel Performance
P12	0.866	0.137
P13	0.187	0.729
P23	-0,079	-0,079
P12 x P23	-0,069	-0,011
WAF	-0.5847	-0.0153

Source: Attachment, processed by the author 2023

Based on the data in Table 4 The following mediation test results were obtained:

1. The VAF calculation results in the 1st mediation model are -58.47% (VAF is in the range < 20%), meaning that Job Satisfaction does not have a mediating role in the influence of Work Culture on Personnel Performance.
2. The VAF calculation results in the 2nd mediation model are -1.53% (VAF is in the range <20%) meaning that job satisfaction has no mediating role in the influence of Leadership Supervision on Personnel Performance.

4.2 Discussion

1. The Influence of Organizational Culture on Job Satisfaction

Organizational culture is ways of thinking, feeling and reacting that are based on certain patterns within an organization or its parts. Organizational culture is a system of organizational values adopted by organizational members which can then have an influence on the way organizational members work. A good organizational culture will also have a good influence on the way members work and will be able to encourage job satisfaction for members of the organization.

The research results show that organizational culture has a positive influence on job satisfaction. This means that the better the organizational culture of the Central Java Regional Police Bidkeu Working Unit, the better the job satisfaction of the working unit personnel will be. The results are in line with previous research conducted by Sena (2020) which stated that improving organizational culture will lead to increased job satisfaction. The positive and significant influence of organizational culture on job satisfaction was also stated by Fathurahman (2022) in his research on Baznas employees. The results obtained in this research are also explained by the average value of the organizational culture variable which is in the range of strongly agreeing with the highest value on the first, second and fourth indicators. From these results, it is known that Central Java Regional Police Bidkeu Satker personnel have an organizational culture in the form of awareness to constantly develop themselves to achieve optimal work results, always work actively without waiting for orders, and there is motivational encouragement from the leadership to increase creativity. This organizational culture has been able to influence and support the work of personnel which will have an impact on the job satisfaction of Central Java Regional Police Bidkeu Satker personnel.

2. The Influence of Leadership Supervision on Job Satisfaction

Leadership supervision is a managerial activity that aims to avoid the possibility of deviation by members in carrying out their work. Members who always receive direction or guidance from the leadership will tend to make minimal mistakes or irregularities in their work. On the other hand, members who do not receive supervision will have a greater chance of making mistakes. The impact then will be on the performance produced by each personnel.

The results of this research indicate that leadership supervision does not have a significant effect on the job satisfaction of Central Java Regional Police Bidkeu Satker personnel. This is because the leadership's supervision of Bidkeu personnel is too sharp so that the personnel feel unhappy at work. Feeling uncomfortable at work will affect the job satisfaction of Central Java Regional Police Bidkeu personnel.

The results found in this research are also explained by the leader's supervision variable on performance assessment indicators that my leader always compares the performance of previous employees to have an average value in the disagree range. This means that Satker members do not agree when their performance is compared.

3. The Influence of Organizational Culture on Personnel Performance

Organizational culture has an influence on the performance of Central Java Regional Police Bidkeu Satker personnel. These results are in accordance with Rivai (2020) research that organizational culture influences the performance of PT Federal International Finance – Medan employees. The better the organizational culture, the better the employee performance will be. Organizational culture in an organization is usually associated with values, norms, attitudes and work ethics. The way employees think, work together and interact with the environment is the basis for monitoring employee behavior. If the organizational culture is good, it can increase organizational commitment and contribute to the company's success.

The results obtained in this research are also explained by the average value of the organizational culture variable which is in the range of strongly agreeing with the highest value on the first, second and fourth indicators. From these results, it is known that Central Java Regional Police Bidkeu Satker personnel have an organizational culture in the form of awareness to constantly develop themselves to achieve optimal work results, always work actively without waiting for orders, and there is motivational encouragement from the leadership to increase creativity. This organizational culture has been able to influence and support the work of personnel which will have an impact on the performance of Central Java Regional Police Bidkeu Satker personnel.

4. The Influence of Leadership Supervision on Personnel Performance

Leadership supervision has a positive and significant effect on the performance of Central Java Regional Police Bidkeu Satker personnel. This is in accordance with previous research by Irsyanet al (2021) which shows that the better the implementation of supervision, the better the employee performance. The form of supervision applied to employees is carried out directly and indirectly, for example direct supervision through field inspections to ensure that the tasks assigned are carried out and indirect supervision through observing the objects to be worked on.

The form of supervision applied by Bidkeu leadership to its personnel is in the form of direct and indirect supervision. Directly, for example, the leadership carries out inspections to several Kasikeu/Kaurkeu in the region so that the leadership can directly monitor their performance. As for indirect supervision through social media in the form of:Whatsapp group, for example the leader gives directions or information through WAG, it can be seen by personnel who quickly respond or respond to the directions and carry them out. The results found in this research are also explained by the leadership supervision variable in the correction indicator that my leadership always provides corrective action to correct mistakes that occurred previously, which has an average value in the strongly agree range. This means that Satker members agree if the leadership provides corrections to personnel mistakes and in a humane way, of course.

5. The Influence of Job Satisfaction on Personnel Performance

Job satisfaction is the result of members' experiences which are related to self-assessment of the expected work results. Job satisfaction shows the level of a person's feelings of pleasure as a positive assessment of their work and the environment where they work. Someone who has high job satisfaction will show a positive attitude towards work so that it will influence the resulting performance for the better, and vice versa.

Job Satisfaction has a negative and insignificant effect on Personnel Performance. This means that job satisfaction has no effect on the performance of the Central Java Regional Police Bidkeu Satker personnel. This can be caused by the existence of several indicators of job satisfaction that have not been met optimally. Research conducted by Arifin et al. (2019) shows that aspects of job satisfaction that influence performance consist of aspects of attendance, wages, co-workers, supervision and promotion opportunities. Apart from that, Nurbaeti's research (2022) also shows aspects of job satisfaction in the form of salaries that are in accordance with workers' responsibilities and support in carrying out their duties. The results of the questionnaire in this study showed that several Central Java Regional Police Bidkeu Satker personnel wanted it to exist reward for personnel work achievements and regular salary increases. This could indicate that job satisfaction is less than optimal, thus having a negative effect on the performance of Central Java Regional Police Bidkeu Satker personnel.

5. Summary

Personnel performance can be improved by leadership supervision of personnel in a humane manner and with a good work culture and responsibility. Increasing these efforts is considered very important to improve personnel performance. Apart from the factors mentioned above which can influence the performance of personnel at the Central Java Regional Police Bidkeu, there is a mediating role, namely job satisfaction which is able to act as an intermediary in improving personnel performance. Job satisfaction is seen as effective when leadership supervision is felt to be minimal and the organizational culture is inappropriate. If there is high job satisfaction, personnel performance will increase and be well maintained.

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