

The Influence of Work Motivation, Organizational Citizenship Behavior and Organizational Culture on the Performance of Police Personnel in Kolaka Resort

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ABSTRACT: This study aims to determine the simultaneous effect of work motivation, organizational citizenship behavior and organizational culture on the performance of police personnel and also to examine the partial effect of work motivation on performance, organizational citizenship behavior on performance and organizational culture on performance. The object of this research is the Kolaka Resort Police. This study uses a quantitative approach where the population of this study amounted to 183 people. Determination of the sample with the Slovin formula so that the sample of this study amounted to 126 personnel. Samples were drawn using simple random sampling technique. The research data were collected by questionnaire and analyzed using multiple linear regression. The results of the analysis of this study conclude that simultaneously work motivation, organizational citizenship behavior and organizational culture have a significant effect on performance. Partial test results found that work motivation has a positive and significant effect on performance. Organizational citizenship behavior has a positive and significant effect on performance. Organizational culture has a positive and significant effect on performance. The work motivation variable was found to be the most dominant in influencing performanc

KEYWORDS -Work Motivation, Organizational Citizenship Behavior, Organizational Culture, Employee Performance

I. INTRODUCTION

The role of human resources (HR) in public organizations is very important because humans are the determining factor for the success of an organization. Humans are the most important asset of the organization that must be managed effectively because of the uniqueness of diverse human resources. The success of an organization in achieving predetermined goals cannot be separated from the role of human resources (Syahriani, N., & Hatani, L. 2017). Human resources are not only the object of achieving goals, but at the same time become actors to realize the goals of the organization. The importance of the role of human resources in achieving organizational success, not only occurs in private organizations, but also in government agencies such as police agencies. The National Police of the Republic of Indonesia is one of the many state institutions of the Republic of Indonesia that has a function and duty in providing services to the community, so as to create a safe, just, prosperous and prosperous society.

Based on law number 2 of 2002 article 1 concerning the National Police of the Republic of Indonesia, it is stated that the Police are all matters related to the functions and institutions of the police in accordance with laws and regulations. The duties and functions of the National Police are stated in Law number 2 of 2002 article 13 explaining that the National Police has duties, among others, to maintain Kamtibmas, law enforcement, and provide protection, protection and provide services to the community. The duties and functions of the police must run in accordance with the achievement of its vision and mission in providing the best service for the nation, society and state. In achieving its vision and mission, the National Police must be able to provide good performance, therefore human resources are needed who are able to realize this.

To be able to know the extent of the existence, role, and contribution of human resources in achieving organizational success, performance measurement is certainly needed. According to Sudarmanto (2015: 5) without evaluation or performance measurement in achieving organizational goals, the causes or obstacles of organizational failure in achieving goals cannot be known. So it can be concluded that performance is a foundation for an organization or company. According to Tulandi, et al (2015) performance can be improved through variations in job characteristics, so that employees will not feel saturated and will work more directed.

Motivation is one of the important factors in supporting the needs of organizational members in creating good performance. According to Pamela and Oloko (2015) motivation is the key of a successful organization to maintain the continuity of work in the organization in a strong way and help to survive. Motivation provides appropriate guidance or direction, resources and rewards so that members of the organization are inspired and interested in working in the desired way. If the working conditions run relevantly and are acceptable to the members of the organization then the member will feel motivated to complete his work as part of the organization. In a study conducted by Ali & Syah (2019) explained the importance of work motivation in providing encouragement for organizational members to want to work well. Motivational encouragement from within as well as from the organization itself will have an impact on the results of the work achieved. Kusuma et al (2018) in their research also concluded that the motivation possessed by members of the organization has a good impact on improving the resulting performance.

In addition to work motivation, when it comes to performance, it always has to do with the culture of behavior within the organization itself. Organizational Citizenship Behavior (OCB) is a new concept in terms of performance analysis. This concept explains that OCB behavior is carried out by an individual with full freedom (at will) in determining something and mutual understanding in the absence of a request for rewards or other formal rewards towards the organization, so this behavior is very helpful and beneficial to the organization. This concept of behavior was first introduced in the mid-1980s by Dennis Organ and continues to develop and expand. From research conducted by Batilmurik et al (2020) it shows the results that OCB tends to see employees as social beings rather than as self-interested individual beings. As a social being, humans have the ability to have empathy for others with their environment and align the values they adhere to. Another research related to OCB was also conducted by Basu et al (2017) whose findings showed that the good behavior of OCB applied will have an impact on improving employee performance.

The achievement of the performance of the members of the organization is also inseparable from the values adopted and carried out by the members in the organization. Organizational culture is closely related to performance, organizational culture can be said to be a habit that regulates the behavior that must be followed by each member of the organization. Aranki, et al (2019) stated that if the organization builds the right organizational culture it can give the members of the organization more authority to help them deal with their daily work activities. Organizational culture holds importance in retaining members of the organization. Arifin (2015) stated that if organizational culture affects performance, because low identity, integrity, and discipline are indeed oriented towards outputs that do not encourage employee morale.

As the research findings from Fuadi & Setiawati (2019) where organizational culture provides space for organizational members to behave and work in accordance with applicable regulations and the conformity of the application of existing values and norms in work can lead employees to the achievement of desired work results. Laras et al (2021) also in their research concluded that the improvement in performance is partly due to the good organizational culture applied in an organization by members of their organization. Compliance of employees with the applicable rules both in their behavior and in work activities will have an impact on the good performance produced.

This research takes the object of the police organization as one of the government organizations that has a mission to provide excellent service to the community. The Kolaka Resort Police (Polres) as one of the executors of the duties and authorities of the National Police in the Kolaka regency area has a policy of realizing excellent community services to the farthest regional ranks and productive police synergy supported by the Police Specialty based on police technology, quality human resources and the adequacy of the welfare of Polri personnel to face the conditions of the nation's competitiveness and national excellence.

In the initial observations made on the aspect of work motivation, it was found that there was still a lack of awareness of some police personnel at the Kolaka Police Station to the responsibilities and obligations possessed by each police personnel which made the results of the work given less than optimal. In addition to this, the aspect of adjusting the needs provided by the Kolaka Police To its members is also one of the factors causing the lack of work motivation from personnel. This is reflected in the award that receives less attention from superiors when there are personnel who achieve good performance, besides that there are still gaps or seniorities that occur making the condition of interpersonal relationships between personnel less good.

In the aspect of organizational citizenship behavior and also work culture, based on observations made, it was found that personnel were still less than optimal in carrying out their duties due to personnel shortages. As in the aspect of deploying Bhabinkamtibmas, the non-fulfillment of definitive Bhabinkamtibmas in each village /kelurahan in the jurisdiction of the Kolaka Police is influenced by the fundamental problem that is the

problem is that the Kolaka Police Is still experiencing a shortage of Personnel where out of 1,209 Personnel according to the DSP fulfilled only 588 Personnel spread across the Kolaka Police Ranks so that the fulfillment of Bhabinkamtibmas cannot necessarily meet all existing villages / villages. Based on this, personnel are required to be ready at all times to fill the shortage with greater responsibility.

Based on this phenomenon, it is felt that optimization of aspects of motivation, organizational citizenship behavior and organizational culture needs to be carried out to maximize the services provided by kolaka police personnel. From the review, it indicates that there is still a need for research to find out how the role of each of these aspects in improving the performance possessed by members of the Police is based on empirical phenomena that occur. "

II. LITERATURE REVIEW

Work Motivation

A person is encouraged to do activities because he hopes that this will lead to a more satisfactory state than the current state. Work is a human physical and mental process in achieving its goals. According to Siagian (2012), work motivation is a driving force that results in a member of the organization willingly and willingly to move his ability to form the expertise and skills of his energy and time to organize various activities that are his responsibility and fulfill his obligations in order to achieve the goals and various goals of the organization that have been predetermined.

Motivation is a psychological process that awakens and directs behavior to the achievement of goals or goal-directed behavior" (Kreitner and Kinicki, 2001). Whereas according to Latham and Pinder (2005) Work motivation is a set of energetic forces that originate both inside and outside the individual, and determine the shape, direction, intensity and duration of work-related behaviors. Furthermore Sedarmayanti (2014) also defines motivation as the willingness to expend a high level of effort towards organizational goals conditioned by the ability of effort to meet individual needs.

The theory of motivation from Herzberg states that a person can be motivated based on two factors that meet their satisfaction. Herzberg (1996) states that motivation is the impulse that directs oneself to behave in deeds to achieve the desired goal. There are two factors that affect a person's work conditions, namely the motivation factor which is also called satisfier or intrinsic motivation and the health factor (hygienes) which is also called dissatisfier or extrinsic motivation.

Motivation is the key of a successful organization to maintain the continuity of work in the organization in a strong way and help to survive. Motivation provides proper guidance or direction, resources and rewards so that they are inspired and interested in working the way you want (Pamela & Oloko, 2015).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is part of organizational behavior science, OCB is a form of work behavior that is usually not seen or taken into account. There are two approaches to the concept of OCB, namely OCB is an extra role performance that is separate from in-role performance or performance that matches the job description. OCB can be defined as an employee's work behavior within the organization that is carried out voluntarily outside the job description that has been set with the aim of improving the progress of organizational performance.

Organ (1988) defines OCB as a behavior that is an individual choice and initiative, not relating to the organization's formal reward system but in the aggregate increasing organizational effectiveness. Organizational Citizenship Behavior is an individual's willingness to exceed the demands of roles in the workplace (Aldag and Resckhe, 1997). Greenberg and Baron (2003) define the OCB as actions performed by members of an organization that exceed the formal provisions of its work. According to Khalid and Ali (2005) Organizational Citizenship Behavior is defined as behavior that heightens the value and social maintenance of the psychological environment that supports the results of the work.

Robbins (2009) describes Organizational Citizenship Behavior as a behavior of choice that is not part of an employee's formal work obligations but supports the effective functioning of the organization. OCB is a form of individual choice and initiative behavior that if not displayed is okay. In today's world of work where there are more and more tasks, organizations need good Organizational Citizenship Behavior behavior such as issuing constructive opinions about their workplace, helping other members of their team, avoiding unnecessary conflicts, and being heartened to understand the work interruptions that inevitably occur sometimes.

According to Muhdar (2015: 14), organizational citizenship behavior (OCB) is a model of activity that makes organizations intrinsically able to cooperate and relate in the context of an open system. For an organization to be effective, individuals must enter into such systems, be willing to demonstrate roles with minimal criteria to achieve their performance, and carry out innovative and spontaneous behaviors to carry out organizational functions. Organizational citizenship behavior arises from within the individual in the form of his desire to contribute to the organization. Spector (2006) defines OCB as a behavior outside the formal

requirements of the job that provides an advantage to the organization. Employees who show this behavior make a positive contribution to the organization through behavior outside the job description, in addition to employees continuing to carry out responsibilities according to their work.

Organizational Culture

Organizational culture is generally seen as a set of key values, assumptions, understandings, and norms shared by members of the organization and taught to new members as the right thing (Daft, 2005). It is said that organizational culture may be an important key that can be used to direct the course of an organization (Smircich, 1983).

Organizational culture has been defined as a pattern of shared values and beliefs over time that generates behavioral norms adopted in solving problems (Owens 1987, Schein 1990). Schein (1990) also notes that culture is a solution to a problem that has worked consistently and is therefore taught to new members as a true way to understand, think and feel in relation to the problem. In fact, these shared philosophies, assumptions, values, expectations, attitudes, and norms bind the organization together (Kilman et al. 1985). Thus, an integrated set of concepts becomes the means or strategies that the organization uses to achieve its specific goals. It can therefore be postulated that the collective culture of the organization influences the attitudes and subsequent behavior of its employees, as well as the level of performance that the organization achieves.

Culture in general has been thoroughly reviewed and elaborated from various perspectives (Awadh & Saad, 2013). According to Aktas et al. (2011) culture is the norm, values, beliefs, and attitudes that influence or determine an organizational behavior. The concept has been defined by many others including Schwartz & Davis (1981) as "a common philosophy, ideology, values, assumptions, beliefs, expectations, behaviors and norms that bind organizations together".

Nawawi (2003) revealed that organizational culture or work culture is a habit that is carried out repeatedly by employees in an organization. Employees have morally agreed that such habits are habits that must be adhered to in the framework of carrying out work to achieve goals. Sedarmayanti (2014) revealed that cultural management sometimes focuses on developing shared values and getting a commitment to those shared values. This value relates to the type of behavior that management trusts in accordance with the interests of the organization. The core values of the organization represent beliefs about what management considers important regarding how people should behave. The goal is to ensure that these beliefs are also shared and implemented by employees. Cultural management strategies are supposed to analyze appropriate behaviors and then be brought into the process, such as performance management that will drive the development of those behaviors.

Employee Performance

Performance is very important in the achievement of organizational goals. Performance is the result or success rate of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as standards of work results, targets or target criteria that have been determined in advance and have been mutually agreed upon.

The concept of performance is basically a change or paradigm shift from the concept of productivity. Related to this, Barch (1995) put forward three performance labels, namely (1) organizational performance is the achievement of results at the organizational level, (2) process performance is performance at the stage process in producing products or services, and (3) individual performance which is the achievement of effectiveness at the employee level. In the literature performance and work presatasi are used interchangeably, the concept of performance of which is very difficult to define, since it is an abstract or latent construction. In general, performance is assumed to be related to the ability of the individual to realize his work goals, meet expectations as well as achieve job targets or achieve standards set by the organization (Mathis and Jackson, 2011:78).

Robbins (2009:629) suggests that performance is a function of interaction of ability, motivation, and opportunity to perform. The performance of individual employees is a factor that greatly influences the success of an organization. In addition to being a competitive advantage, they can also be liabilities or obstacles. In essence, performance is the result of work achieved by a person in carrying out his duties in accordance with the standards and criteria set for the work. Performance refers to the level of success of an individual in carrying out tasks as well as his ability to achieve the goals that have been set. If the desired goal can be achieved well, then the performance is declared good and successful.

This performance is calculated based on the established working time, as indicated in the employee performance plan, and reflects the general vision of the organization. According to Viswesvaran and Ones (2000:216), performance is a measurable action, behavior and work results of employees that contribute to the achievement of organizational goals. This means that the productivity and work results of employees influence or help the organization to work efficiently and effectively in achieving its goals. Furthermore, Sempene et al. (2002) stated that employee performance is an overall perception and individual evaluation of the work environment. This view seems to be supported by Islam and Siengthai (2009) stating that employee performance

is a positive feeling that develops from employees due to the evaluation of work results and individual work experience. The same opinion by Mathis and Jackson (2011:89) defines performance in relation to quantity, quality, punctuality, presence on work, efficiency of work and effectiveness of work that has been completed. Similarly, Mastrangelo et al. (2014) emphasize the effectiveness of an organization consisting of the efficiency of each of its employees.

III. CONCEPTUAL FRAMEWORK

Work Motivation Towards Performance

Motivation is a desire within a person that causes that person to perform actions. A person often performs actions for a thing to achieve the goal. Motivation questions how to encourage passion, so that they are willing to work hard by giving all their abilities and skills to realize organizational goals. Mangkunegara (2013) stated that the factors that affect performance are ability factors and motivational factors. While Mathis and Jackson (2011) stated that the performance sought by the organization of a person depends on the ability, motivation, and support of the individual received. According to Munandar (2001) there is a positive relationship between motivation and performance with achievement, meaning that workers who have high achievement motivation tend to have high performance, on the contrary, those who have low performance are possible because of low motivation. A person's motivation starts from needs, desires and the drive to act in order to achieve needs or goals. Motivation is an important variable, where motivation needs to receive great attention for the organization in improving its performance. The relationship between these variables is supported by previous research from Ali & Shah (2019), Hanif (2021), Muzakki et al (2017), Winarsih & Hidayat (2022), Fuadi & Setiawati (2019), Zusrony et al (2021), Dharma (2018), Handayani (2017), and Kusuma et al (2018) which stated that work motivation has a significant effect on performance

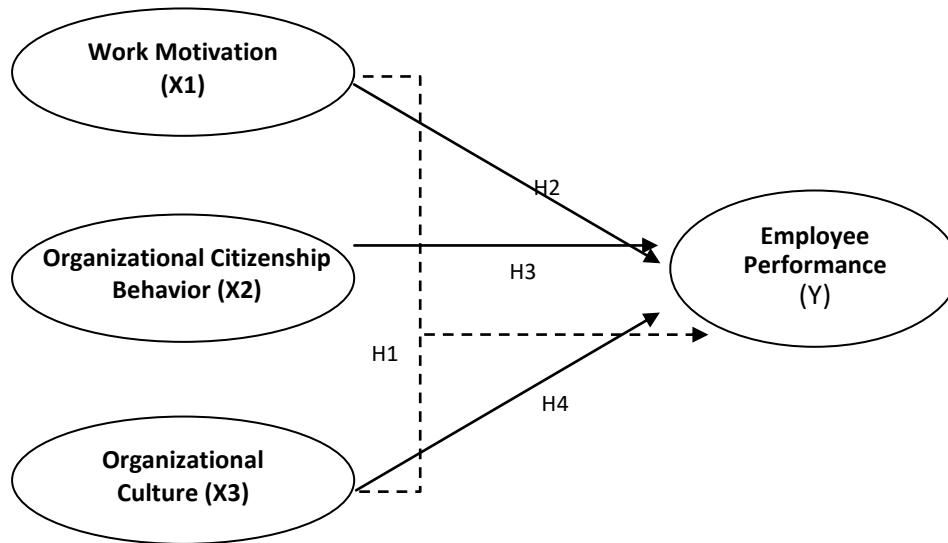
Organizational Citizenship Behavior Towards Performance

Robbins and Judge (2011) revealed the fact that organizations that have employees who have good organizational citizenship behavior will have better performance than other organizations. This is reinforced by Podsakoff et al (2000) which state that Organizational citizenship behavior can affect organizational performance in terms of increasing the productivity of colleagues and managerial workers, streamlining the use of organizational resources and increasing the ability of organizations to adapt to changes in their business environment. Organizational citizenship behavior is the individual contribution of an employee that exceeds the demands of roles in the workplace. OCB arises because there are a number of factors that precede that cause an employee to perform OCB. The improvement of the performance of an organization is greatly influenced by the quality of behavior shown by employees or members in it, where this behavior is expected to be not only related to the quality of implementation or tasks that have been set (in-role) but more than that also extra-role behavior (Dyne et al, 1994). The relationship between these variables is supported by previous research from Batilmurik et al (2020), Dotulong & Andriany (2021), Dinka (2018), Muzakki et al (2017), Rizky et al (2020), Basu et al (2017), Laras et al (2021), Lestari & Ghaby (2018), Anwar & Ahmadi (2021), and Dharma (2018) which stated that OCB has a significant influence on performance

Organizational Culture Towards Performance

According to Robbins and Judge (2011:512) culture refers to a system of shared meaning embraced by the members that distinguishes that organization from other organizations. Gibson (1997) employees or employees are as the drivers of organizational operations, if the employee's performance is good, then the performance of the organization will also increase. There are many factors that affect employee performance, one of which is organizational culture. Organizational culture as a general perception shared by all members of the organization, so that every employee who is a member of the organization will have values, beliefs and behaviors in accordance with the organization. Robbins (2009: 189) who revealed that a strong organizational culture is needed to increase job satisfaction and employee performance which will ultimately affect the overall performance of the organization. Therefore, every organization needs to form a strong organizational culture. The organization needs to disseminate its core values to all employees. The relationship between these variables is supported by previous research from Ali & Syah (2019), Hanif (2021), Winarsih & Hidayat (2022), Fuadi & Setiawati (2019), Laras et al (2021), Nuryasman - Suryaman (2018), Mariati - Mauludin (2018), Zusrony et al (2021), and Kusuma et al (2018) which stated that organizational culture has a significant effect on performance.

Based on the conceptual description that has been described, this research will be focused on seeing the influence of work motivation, organizational citizenship behavior and organizational culture on performance on the basis of the results of previous research and also theoretical analysis that has been carried out. For more details on the conceptual framework of this study can be seen in the following figure:



Research Hypothesis

Based on the conceptual framework and the relationship between existing variables, the hypothesis in this study can be formulated as follows:

Hypothesis 1: Simultaneously work motivation, organizational citizenship behavior and organizational culture have a significant effect on employee performance

Hypothesis 2: Work motivation has a positive and significant effect on employee performance

Hypothesis 3: Organizational citizenship behavior has a positive and significant effect on employee performance

Hypothesis 4: Organizational culture has a positive and significant effect on employee performance

IV. METHOD

A quantitative approach is used to statistically confirm the conceptual model designed in this study. This study is classified as applied research and uses causal or correlational methods intended to obtain answers to the problems and hypotheses proposed. This research was conducted at the Kolaka Resort Police. The population of this study was the entire Police Personnel Unit of the Kolaka Police Station excluding the Chief of Police with a total of 183. The sample was determined by the Slovin formula, based on the calculations carried out, the sample in this study amounted to 126 people, a technique for determining respondents with simple random sampling. The collected data will be analyzed using multiple linear regression.

The variables of this study consist of two types, namely independent variables: work motivation, OCB, and Organizational culture, while the dependent variables: performance. An independent variable consisting of Work motivation is measured by adopting the two-factor theory from Herzberg (1959) which measures work motivation based on two factors, including motivator factors and hygiene factors.

Then the variable Organizational citizenship behavior is measured by adopting measurements from Organ (1988) which consists of 5 indicators including (1) Conscientiousness, (2) Altruism, (3) Civic virtue, (4) Sportsmanship, (5) Courtesy.

Organizational culture variables are measured by adopting measurements from the Organizational Culture Assessment Instrument (OCAI) from Cameron and Quinn (2011:30-32), which include: (1) dominant characteristics, (2) organizational leadership, (3) employee management, (4) organizational adhesives, (5) strategic orientation, and (6) success criteria.

Finally, the performance variable is measured by adopting measurements from Perkap No. 2 of 2018 which looks at performance generically through indicators of (1) Leadership, (2) Service orientation, (3) Communication, (4) Emotional control, (5) Integrity, (6) Empathy, (7) Commitment to the organization, (8) Initiative, (9) Disipin, and (10) Cooperation

V. THE FINDING

The respondents in this study were Civil Servants (PNS) at the General Election Commission (KPU) of Southeast Sulawesi Province, totaling 132 people. The description of respondents' characteristics aims to explain the characteristic role in the employees who are made respondents according to: Gender, Age, Last education and Length of service. The characteristics of respondents in this study are as follows:

Table 1 Characteristics of Respondents

Characteristic	Category	Number (Persons)	Percentage
Gender	Man	113	90
	Woman	13	10
Age	23 - 30 Years	31	25
	31 - 38 Years Old	50	40
	39 - 46 Years Old	38	30
	> 47 Years Old	7	6
Education Level	Sma	84	67
	D3	1	1
	S1	40	32
	S2	1	1
Service Life	2 - 9 Years	33	26
	10 - 17 Years	48	38
	18 - 25 Years	38	30
	> 26 Years Old	7	6
Status	Marry	76	60
	Unmarried	50	40
Total		126	100

Source : Primary Data Processed, 2022

From table 1, it can be seen that the characteristics of respondents by gender show that the majority of police personnel at the Kolaka Police Station are men with a total of 113 people or 90% of the total respondents available compared to female personnel who only number 13 people or 10%. For the age of respondents, the majority of the police personnel at the Kolaka Police Station are in the age range of 31-38 years with a total of 50 people or 40%, while the least are in the range of >47 years with a total of 7 people or 6%. Furthermore, regarding the level of education, at the Kolaka Police Station, the majority of police personnel at the Kolaka Police Station have a high school education level of 84 people or 67% of the total respondents, besides that the least level of education is the D3 and S2 levels with a total of 1 person or 1%. In addition, regarding the period of service, the majority of police personnel at the Kolaka Police Station have a service period in the range of 10-17 years with a total of 48 people or 38%, while the least service period is in the range of >26 years. Finally, in personnel status, the majority of police personnel at the Kolaka Police Station have been married, namely as many as 76 personnel or 60%, while unmarried personnel are 50 people or 40%.

Assumption Test Results

A good regression model is to have a normal or near-normal data distribution. normality test in this study using kolmogorov-Smirnov Normality test. This test is performed to test the assumption of data normality. The test in this test is a goodness of fit test where the test is to measure the suitability between the distribution of a series of samples (observation data) and a certain frequency distribution. The test results can be seen in the following table.

Table 2. Kolmogorov-Smirnov Normality Test

	Unstandardized Residual
N	126
Normal Parameters Mean	0E-7
Std. Deviation	2,62843737
Kolmogorov-Smirnov Z	0.598
Asymp. Sig. (2-tailed)	0.867

Primary data processed, 2022

Based on table 2 it can be known that the value is significant (Asymp. Sig) is 0.867 or greater than 0.05 (> 0.05). Based on this, the data in this study can be concluded to be distributed normally.

Hypothesis Testing

To be able to answer the problems and hypotheses proposed in this study, namely the influence of work motivation, organizational citizenship behavior and organizational culture on performance both partially and simultaneously carried out with multivariate regression analysis. The computational results of multivariate regression are presented in table 3 below.

Table 3 Computational Results of Multivariate Regression Analysis

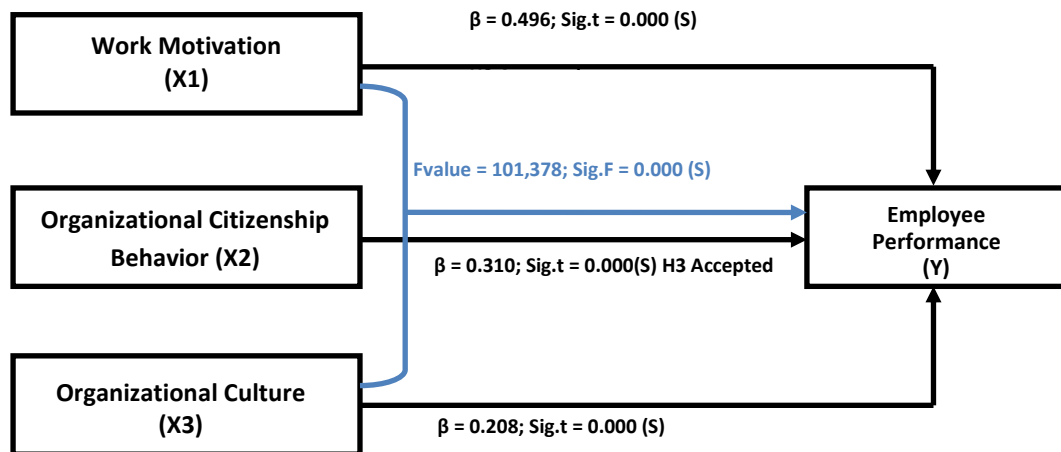
Influence between variables	Standardized Coefficient	t-value	Sig. t	Result
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Work Motivation → Performance	0.496	7.243	0.000	Accepted
Organizational Citizenship Behavior → Performance	0.310	4.518	0.000	Accepted
Organizational Culture → Performance	0.208	4.000	0.000	Accepted
R = 0,845	F-value = 101,378			
R-Square = 0,714	Sig. F = 0.000			
See = 2,660	n = 126			

Primary data processed, 2022

Testing of hypotheses and coefficients of partial and simultaneous lines of influence between the variables of work motivation, organizational citizenship behavior and organizational culture on personnel performance shows that both partially and simultaneously have a positive and significant effect. The results of this hypothesis testing analysis are presented on the path diagram in Figure 2

Figure 2 Path Coefficient Diagram and Hypothesis Testing



The test results obtained can have a simultaneous significant influence between work motivation, organizational citizenship behavior and organizational culture on the performance of personnel in the Kolaka police is **H1** work motivation, organizational citizenship behavior and organizational culture simultaneously have a positive and significant effect on performance. The results of the study can be proven that the results of the F test obtained a value (F-value) of 101.378 and a significance value of F (p-value) = 0.000 < = 0.05. These results show that work motivation, organizational citizenship behavior and organizational culture simultaneously have a significant effect on performance, so that the first hypothesis in the study is **acceptable**. **H2** Work motivation has a positive and significant effect on performance. The test results showed an estimated value of the path coefficient of 0.496 with a positive direction., the value of Sig. t was 0.000 < = 0.05. The test results prove that work motivation has a positive and significant effect on performance. This means that the better the work motivation felt by the personnel, the better the resulting performance will be. Based on this, the second hypothesis shown in this study is **acceptable**. **H3** Organizational citizenship behaviour has a positive and significant effect on performance. The test results showed an estimated value of the path coefficient of 0.310 with a positive direction, a t significance value of 0.000 < = 0.05. The test results prove that organizational citizenship behavior has a positive and significant effect on performance that can be accepted or supported by the reality that occurs. This means that the better the implementation of organizational citizenship behavior carried out by personnel, the higher the performance produced by these personnel. Based on this, the third hypothesis referred to in this study is **acceptable**. **H4** Organizational culture has a positive and significant effect on performance. The test results showed an estimated value of the path coefficient of 0.208 with a positive direction, a t significance value of 0.000 < = 0.05. The test results prove that organizational culture has a positive and significant effect on performance that can be accepted or supported by the reality that occurs. This means that the better the personnel in implementing the existing organizational culture, the better the performance they produce will be. Based on this, the fourth hypothesis referred to in this study is **acceptable**.

Based on the results of tests conducted on the simultaneous influence of work motivation, organizational citizenship behavior and organizational culture on performance, it was found that simultaneously work motivation, organizational citizenship behavior and organizational culture have a positive and significant influence on the performance of police personnel at the Kolaka Police Station. This means that with the good work motivation possessed by the personnel both from within himself and from what is obtained at the Kolaka Police Station, then the better the organizational citizenship behavior possessed and the better the organizational

culture applied by the personnel, the higher the work given by the personnel to the Kolaka Police Station. Based on this, it is important for the Kolaka Police to pay attention and make improvements in every aspect that exists so that the performance of its personnel can continue to improve. The results of this study are in line with the findings of previous research conducted by Muzakki et al (2017) who conducted research on employee performance, from the results of his research it was concluded that there is a simultaneous influence between organizational culture, work motivation and organizational citizenship behavior on employee performance. His research also found that organizational culture is the lowest variable in influencing changes in the performance of organizational members. In addition, the findings of Rizky et al (2020) who looked at the role of the three variables studied on employee performance concluded that organizational culture, work motivation and organizational citizenship behavior had a positive and significant influence on employee performance. However, from these results, it was found that the role of OCB was able to have the most dominant real impact on changes in performance.

Based on the results of the analysis carried out on the effect of work motivation on performance in kolaka police personnel, it was found that work motivation has a positive and significant effect on performance. This means that changes in the increase in work motivation reflected through motivator and hygiene aspects have a positive contribution to improving personnel performance which is reflected through leadership, service orientation, communication, emotional control, integrity, empathy, commitment to organization, initiative, discipline and cooperation. In addition, this result also shows that a person's motivation in doing things both from within and from an organization that is getting better will be able to give personnel the desire to work well and complete their tasks and responsibilities which in turn will affect their performance. The results of this study are in line with the findings of previous research from Ali & Syah (2019) which concluded that work motivation has a significant effect on performance. This shows that the enthusiasm in oneself to achieve the need or desire to get something then all the efforts made will lead to good performance. In its application in police personnel who have a high spirit to achieve a certain goal will give rise to all efforts that will be able to produce the best results that are close to the progress of the goal. In addition, the findings of Muzakki et al (2017) who looked at the work motivation of government employees found that good performance resulted from one of them from the high work motivation possessed by employees. Furthermore, the results of this study are also in line with the research findings of each of Hanif (2021), Winarsih & Hidayat (2022), Fuadi & Setiawati (2019), Zusrony et al (2021), Dharma (2018), Handayani (2017), Kusuma et al (2018) who in their research concluded similarly that work motivation has a positive and significant influence on performance.

Based on the results of hypothesis testing conducted on the influence of organizational citizenship behavior on performance, it was found that organizational citizenship behavior has a positive and significant influence on the performance of police personnel at the Kolaka Police Station. This means that changes in the improvement of organizational citizenship behavior reflected through conscientiousness, altruism, civic virtue, sportsmanship and courtesy have a positive contribution to the improvement of personnel performance. The results of this study also mean that with good work behavior shown by existing personnel where they are willing to spend more time to carry out work both which is their responsibility and work outside their duties and responsibilities in order to achieve the goals of the Kolaka Police, it will be able to improve the results of the work owned not only by personnel but also for the Kolaka Police. Therefore, it is important for the Kolaka Police to pay attention to and improve the condition of organizational citizenship behavior owned by personnel so that organizational goals can be achieved. The results of this study are also in line with the findings of previous research from Batilmurik et al (2020) which also looked at the influence of OCB on the performance of police members where the findings of this study concluded that organizational citizenship behavior has a significant influence on the resulting performance. These results also show that police who are good at their behavior as individuals and organizations are able to contribute to law enforcement by resolving legal cases that occur. In addition, the findings from Dotulong & Andriany (2021) that OCB affects performance. These findings can strengthen the performance of police members that each member needs an OCB so that personnel will be formed that not only increase their needs but also attach importance to the development of the institution. Another finding from Dinka (2018) that OCB has a significant effect on performance, namely that employees are willing to do more tasks that are not in their job description.

Based on the results of hypothesis testing conducted on the influence of organizational culture on personnel performance at the Kolaka Police Station, it was found that organizational culture has a positive and significant effect on performance. This means that the police personnel at the Kolaka Police Station consider the values and behavioral norms that exist in the Kolaka Police Station to be good in supporting them to carry out their activities in working both in terms of resource management to existing leadership which encourages them to produce better performance. The results of this study also mean that an increase in organizational culture reflected through dominant characteristics, organizational leadership, member management, organizational adhesive, strategic orientation and success criteria has a positive contribution to the improvement of personnel performance reflected through leadership, service orientation, communication, emotional control, integrity, empathy, commitment to the organization, initiative, discipline and cooperation. Therefore, it is important for

the Kolaka Police To always pay attention to how the culture created in the organization in order to encourage positive behavior and personnel in completing their work. The results of this study are also in line with the findings of previous research from Ali & Syah (2019) which states that organizational culture has a significant effect on performance. A strong organizational culture will trigger members of the organization to think, behave in accordance with organizational values, the conformity between organizational culture and supporting organizational members will encourage members to improve performance to the maximum level. Another finding from Hanif (2021) also revealed that the better the organizational culture owned by an organization, the better the performance produced by its employees. The better the management in carrying out the function of human resources will certainly be able to improve the performance of employees in carrying out their daily duties. Winarsih and Hidayat (2022) also found that organizational culture has a positive and significant effect on performance where in an organization the application of culture needs to be considered to provide identity and characteristics, this aims as a guideline for organizational members to improve their performance.

VI. LIMITATIONS AND FUTURE RESEARCH

Based on studies that have been carried out on testing and analysis related to work motivation, OCB and organizational culture on performance. There are several limitations, including:

1. This research is a quantitative study with data that analyzes respondents at one time condition that allows changes in existing conditions due to the dynamics of individual characteristics that are constantly changing. Therefore, it is hoped that it can then use data that is better able to cover this such as time series data so that the results can include existing situational changes.
2. This research is limited to police personnel at the Kolaka Police Station, because it can limit the generalization ability of the findings of this study, especially to public organizations or Police Units in other regions. Thus, researchers are then expected to be able to multiply the organizational units studied so that they can expand the level of generalization of research findings.
3. The variables of organizational culture were found to have the lowest influence on performance, therefore for subsequent research can use different measurement indicators from this study to see the magnitude of influence of organizational culture on performance.

VII. CONCLUSION

Based on the results of the research and discussion that has been described in the previous chapter, it can be concluded that work motivation, organizational citizenship behavior and organizational culture simultaneously have a positive and significant effect on personnel performance. This means that the higher the work motivation possessed by personnel, and the better the organizational citizenship behavior of personnel and the better the application of organizational culture by personnel, the higher the resulting performance will be. In addition, performance can be formed from the dominant factors of emotional control and commitment to the organization of existing personnel, so to maintain personnel performance, kolaka police need to continuously improve the emotional control and commitment of its personnel in working.

Work motivation has a positive and significant effect on personnel performance. This can be interpreted to mean that the higher the work motivation possessed by police personnel at the Kolaka Police Station, the better the resulting performance will be. The motivator factor is the most dominant indicator in creating motivation, especially in the aspect of being challenged to work and a sense of responsibility at work, so the Kolaka Police Department in increasing the motivation of its personnel needs to pay attention to this.

Organizational citizenship behavior has a positive and significant effect on personnel performance. This can be interpreted to mean that the better the level of organizational citizenship behavior possessed by kolaka police personnel, the higher the performance it produces. To improve the OCB from personnel, kolaka police need to continue to encourage Altruism or the willingness of personnel to help each other in providing assistance to other members who are experiencing problems in working.

Organizational culture has a positive and significant effect on personnel performance. This can be interpreted to mean that the better the organizational culture applied by the personnel to the Kolaka Police Station, the higher the performance produced by the personnel. Optimization of organizational culture can be done by increasing personnel's understanding of the success criteria highlighted and developed in the Kolaka Police Station so far.

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