

## THE INFLUENCE OF LEADERSHIP STYLE, WORK DISCIPLINE, ORGANIZATIONAL CULTURE, AND PERFORMANCE BENEFITS ON THE PERFORMANCE OF POLICE AND ASN POLRI THE BIDDOKKES SOUTH KALIMANTAN POLICE

Diyewaleku Lelono<sup>1</sup>, Titien Agustina<sup>2\*</sup>, Nurhikmah<sup>3</sup>

<sup>1</sup>Program Studi Master of Management Study Program, STIMI Banjarmasin, Indonesia

<sup>2,3</sup>STIMI Banjarmasin, Indonesia

Email: [titienagustina9@gmail.com](mailto:titienagustina9@gmail.com)

**Abstract:** This study aims to examine and analyze the influence of leadership style, work discipline, organizational culture and performance benefits on the performance of the police and the State Civil apparatus of the National Police in South Kalimantan. Data collection was carried out through the dissemination of questionnaires and carried out on 79 police officers and State Civil apparatus at the South Kalimantan Police Health Office. Data analysis in this study using the help of SPSS version 21. Sampling techniques used are census methods and data testing techniques used in this study include validity test with Factor Analysis, reliability test with Alpha Cronbach. Classical assumption test and multiple liner regression analysis, to test and prove the research hypothesis. The results of the analysis show that leadership style, work discipline, organizational culture and performance benefits have a significant effect on the performance of the police and the Civil apparatus of the Polri State in the South Kalimantan Police Health Biddokkes both partially and simultaneously.

**Keywords:** *leadership style, work discipline, organizational culture, performance benefits, police performance and ASN Polri.*

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### 1. Introduction

One of the tasks of a leader in an organization is to improve the management of human resource performance in the organization. If the organization is in decline then many analyzes conclude that the management of human resource performance management in the organization is low. Efforts to improve the performance of human resources in the organization it is necessary to study the variables that affect it. Human resources must also be managed properly. Organizational management is basically the process of managing people. All organizations, regardless of their type, size, function or purpose, need good human resources. Dibandingkan dengan elemen-elemen yang lain, manusia adalah merupakan elemen yang paling

dinamis dan kompleks (Hidayat, Imam; Agustina, 2020). Often the efficiency of the implementation of ansi organization depends on its human management and utilization. That is why every manager or leader must be able to work effectively with people and must be able to solve various problems related to human resource managementsuch as T (Hidayat & Agustina, 2020). Pengelolaan sumber daya manusia di dalam organisasi inilah yang dikenal sebagai manajemen sumber daya manusia (Hakim, 2014: 1) dan (Agustina, 2019).

Kinerja sumber daya manusia sangat dipengaruhi oleh pemimpinnya (M Anwar, 2017). Leadership style is defined as the basic attitude of a leader in an organization. While work more specifically can be interpreted as a commercial business that becomes a necessity for life, or something that is imperative of the self, or something related to personal identity that is sacred. The self-identity contained in this is something that has been given by religious demands. Leadership style is the norm of behavior that a person uses at a time when the person is trying to influence the behavior of others (Thoha (2017, p. 49). Thus this leadership style is a behavior based on a certain rule or principle in order to be used to lead or direct others. Meanwhile, according to Rivai (2014, p. 42) leadership styles are some of the traits that leaders show to influence their subordinates so that organizational goals are achieved. The characteristics shown are certainly related to various behaviors that can be used to persuade or influence others such as subordinates or members of organizations under their leadership.

Furthermore, Purwanto (2020, P. 24) explains that leadership style is basically a way of how a leader influences, directs, motivates and controls his subordinates in a certain way, so that his subordinates are able to complete tasks effectively and efficiently. Thus it can be said that in fact there is no difference between the terms “leadership” and “leadership style” though. Basically, leadership style is the way and characteristics of a leader to direct, motivate, and control his subordinates to work more effectively and efficiently. Work discipline is an attitude and behavior of a person who shows obedience, obedience, loyalty, regularity and order to the rules of the company or organization and applicable social norms. Especially in the police, it has a work discipline that approaches the model of military discipline (semi-military). Establishing work discipline is very important for the organization. The existence of work discipline will ensure the maintenance of order and smooth implementation of an organization's work, so as to obtain optimal results. As for employees, work discipline impacts a pleasant working atmosphere that will increase the spirit in carrying out their work (Riadi, Muchlisin. (2019)

Organizational culture can also affect employee performance. Organizational culture can be used as a distinguishing identity from one organization to another in accordance with its characteristics. Organizational culture is the basic value of the organization in the form of beliefs, norms and ways of learning people in the organization which is the glue and characteristics of the organization that can distinguish it from other organizations (Triatna, 2015). Meanwhile, according to Kreitner & Kinicki (2014) is dividing the values and beliefs that underlie corporate identity. Culture is a complex mix of assumptions, behaviors, stories, myths, metaphors and various other ideas that come together to determine what it means to be a member of a particular society. Culture is not only an important concept for understanding society or human groups but also for understanding organizations. Apalagi budaya dan gaya kepemimpinan pada Biddokkes Polda Kalsel (Noor & Agustina, 2019). Budaya organisasi dapat memberikan pengaruh positif yang kuat (Mahfuzil Anwar et al., 2018) against individual i.e. employees especially in a competitive environment, then the culture will be fast in the face of competitors and customers. If the organization does not have an organizational culture, the members who are in it will find it difficult to understand what is contained in the organization and the achievement of goals is not

successful. According to Gibson (2002) employees or employees as the driving force of organizational operations, if employee performance is good, then organizational performance will also increase. Many variables that affect employee performance include 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 behavior in accordance with the organization. Thus , organizational culture makes organizational members focus on achieving organizational goals. The condition of achieving the goals of this organization must create a healthy organizational or company condition , so that these conditions can create maximum employee performance.

Performance benefits can ensure employee and employee satisfaction. Organisasi acquire, maintain, and employ a number of people who have a positive attitude and behavior to work productively for the benefit of the organization is done by providing adequate performance benefits yang memadai (Siagian, 2008: 253). Adequate performance allowance will provide maximum work motivation for employees. In the police and ASN Polri in the police have a system of calculation and payment of performance benefits that are different from ASN outside the police. Because based on the regulation of the head of the National Police of the Republic of Indonesia Nomor 7 of 2020 on procedures for granting performance benefits for employees within the National Police of the Republic of Indonesia. Based on these regulations, the police and ASN Polri, especially in the BiddOkkes Polda Kalsel environment, have their own system for providing performance benefits.

## **2. Literature Review**

HR is an important factor in a company. In order for management activities to work optimally, the organization must have competent and trained workers and then efforts to operate the organization as well as possible to improve employee performance. The workforce is the main driver in an organization, which can provide an invaluable contribution to the strategy of achieving company goals, (Budi & Apipudin, 2022). One example of the importance of the contribution of human resources in a company can be seen from the production process. Improving employee performance is one of the biggest challenges faced by management, because the success of achieving goals and the continuity of organizational production depend on the quality of employee performance, (Budi & Apipudin, 2022).

It shows more clearly that the position of human resources in the company is an important asset that must be managed properly and correctly. Understanding human resources is one of the company's assets and one of the important factors for realizing company goals (Vebri, 2020). Meanwhile (Afandi, 2021) revealed that the things that need to be considered to improve performance are competence and work discipline. According to Hasibuan, (2016, p. 10) says “Human Resource Management is the science and art of organizing labor relations and roles to effectively and efficiently help the realization of corporate, employee, and community goals. To determine the performance of good or bad employees, performance measurement can be done using the method of sampling workers. For the intended performance benefits in this case, namely short-term benefits such as satisfactory results for the company and long-term benefits for the company such as the achievement of a corporate vision.

Performance is the result of work achieved by an employee in accordance with the authority or responsibility of each employee during a certain period. Performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him” (Mangkunegara, 2013). Labor performance in an organization requires workers to carry out what are their duties and responsibilities. The assigned tasks are viewed from the specified success indicators of the workplace (Lotu et al., 2022). In the performance of employees there are several factors that influence among others, the work environment, work discipline and work motivation (Rina, 2019). As the results of his research, work discipline factors affect employee performance, so that when work discipline continues to be improved, it has an influence on performance. It can be concluded that the factors that cause good or bad employee performance is influenced by work discipline, compensation, leadership, communication, competition, motivation, culture in the work environment, training and education.

### **3. Research Method**

The study used explanatory methods with survey techniques to analyze the causal relationship between leadership style, discipline, budaya organizational culture, and performance benefits. Hcausal linkages between leadership style, disiplinwork discipline, budaya organizational culture, and performance benefits that show simultaneous and partial influence on the performance of civil servants in the National Police in Biddokkes Polda Kalsel. This study focused on the performance of police and ASN in Biddokkes Polda Kalsel which is influenced by the variables of leadership style, discipline, budaya organizational culture, and performance benefits. Leadership style, discipline, budaya organizational culture, performance benefits, and performance include the scope of Human Resources Studies. Thus, this study is within the scope of Human Resource Management Studies, especially regarding leadership style, discipline, budaya organizational culture, performance benefits, and performance. This study includes a type ekspof experimental researchwith survey techniques and questionnaires that are distributed to the sample population to analyze the causal relationship between leadership style, discipline, budaya organizational culture, and performance benefits that show partial influence. Hcausal linkage between leadership style, discipline, budaya organizational culture, and performance benefits showing simultaneous influence on the performance of Police and ASN Polri in Biddokkes Polda Kalsel.

Variables of this study there are five performance variables Polisi and ASN Polri (Y) as the dependent variable. Independent variables are leadership style (X1), work discipline (X2), organizational culture (X3), and performance benefits (X4). There are 4 independent variables and dependent variables totaling 1 variable. The sample of this study is all police and ASN Polri in Biddokkes Polda Kalsel. The sample of this study amounted to 79 people so that the technique of determining the sample of this study using the census method. This means that all populations are sampled in the study. This research Data is quantitative data. This research data is primary and secondary data. Primary Data is data obtained directly to the data source through observation, interview, and dissemination of questionnaires (Iskandar, 2010: 77). This research Data is interval data. Interval Data is data derived from objects or categories that are sorted by a particular

attribute. The distance between each object or category is the same (Misbahuddin and Hasan, 2013: 23).

The source of this research data is the police and ASN in Biddokkes Polda Kalsel. The Data obtained were leadership style, discipline, work culture, performance allowance and performance of Police and ASN Polri in BiddOkkes Polda Kalsel. This type of research data is quantitative data. This study included interval data. This research Data comes from primary data, namely data obtained directly from the police and ASN Polri in Biddokkes Polda Kalsel. Without intermediaries about leadership style, work discipline, work culture and performance benefits. Performance Data as secondary data obtained from seniors in each institution studied. The Data in this study were obtained from providing questionnaires to the police and ASN Polri at Biddokkes Polda Kalsel. The questionnaire contains questions about leadership style (X1), work discipline (2), organizational culture (3), Performance Allowance (X4), and performance (Y) of the police and ASN Polri indthe South Kalimantan Policehealth and Safety Office Bid.

In this study the data collected through the distribution of questionnaires or questionnaires and then sorted and selected which ones are filled or not filled completely, it will be asked back to the respondents to complete. Furthermore, each respondent's answer is inputted in the excel tabulation. To ensure that all the instruments used in the research are really feasible to use, then the instrument test is carried out. Data collection instruments of this study using questionnaires or questionnaires. There are 5 questionnaires used in data collection, namely leadership style, discipline, budaya organizational culture, performance benefits, and the performance of Police and ASN Polri in Biddokkes Polda Kalsel. The scale measures leadership style, discipline, budaya organizational culture, and performance benefits dengan using a likert scale. Before extracting data, conducted trials of research instruments. The instrument test was carried out in two stages, namely validity test and reliability test.

a. Validity Test

Validity is a measure that shows the level of validity of an instrument. A valid or valid instrument has high validity. An instrument is said to be valid if it is able to measure what it wants to measure (Suharsimi, 2010: 211).

A valid instrument means that the instrument can be used to measure what you want to measure. To measure the validity of the instrument used *product moment* correlation formula. R value count > R table, then the items in the questionnaire are valid (Nugroho, 2005: 72). This validity analysis was done with SPSS version 21 application.

b. Reliability Test

Reliability (reliability) is a measure of the stability and consistency of respondents in answering matters relating to the constructs of questions which is the dimension of a variable that is arranged in the form of kuesioner (Nugroho, 2005: 72) reliability calculations performed on instruments that already have a validity reliability index is calculated using the alpha coefficient of Cronback at least 0.6. (Sugiyono, 2008).

Instrument reliability test is done by split half techniques *split half*. Odd question items are grouped separated by even question items so that two groups of questions are obtained. Next, the calculation is done using *product moment correlation*. The results of correlation calculations



were included in Spearman Brown Formula (Sugiyono, 2008: 153). The questionnaire is declared reliable if Cronbach's Alpha > 0.60. The analysis was done with SPSS Version 21 application. Data analysis of this study is presented as follows.

a. Analisis Descriptive Analysis

Description analysis is used to describe the characteristics of the research sample tested. Descriptive analysis is an analysis performed to explain the data of one variable. Descriptive measures used to describe the research data are frequency and average (Sanusi, 2012: 116). The analysis carried out in this research is a description analysis of leadership style (X1), work discipline (2), organizational culture (3), Performance Allowance (X4), and performance (Y) of Police and ASN police employees in Bidakkes Polda Kalsel.

b. Classical Assumption Test

This test is done through several tests as follows:

1) Normality Test

Normality test aims to determine whether the data collected is normally distributed or not. With the test of normality will be known samples taken from the population with normal distribution or not. If the test is normal, then the results of statistical calculations can be generalized to the population. Normality test in this study was done with *Chi squared*. Criteria used are chi squared count > r Chi squared table (Sugiyono, 2008: 199). A good regression Model has a normally distributed residual. Uji ini dapat dilakukan dengan uji histogram, uji normal P Plot, Skewness, dan Kurtosis atau uji kolmogorof Smirnov (Kurniawan, 2014: 156).

2) Multicollinearity

Multicollinearity test is used to determine whether or not there is an independent variable that has similarities with other independent variables in one model. In addition, multicollinearity test also aims to avoid bias in the process of drawing conclusions about the effect of the partial test of each independent variable on the dependent variable. Nugroho (2005: 58) states that multicollinearity test can be performed using the criterion that the value of *Variance Inflation Factor* (VIF) < 10 and *tolerance value* < VIP value, *tolerance value* is also not less than 0.1.

c. Multiple regression analysis

Multiple regression analysis is an analysis tool forecasting the value of the influence of two or more independent variables on the dependent variable to prove the presence or absence of a function or causal relationship between two or more independent variables with one dependent variable. Multiple regression analysis is an extension of simple regression is to increase the number of independent variables (multiple regression) (Sanusi, 2012: 134). Double regression test using the equation of the double regression line as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

(Natawira and Riduan, 2010: 89).

Ket.: X1 = leadership style  
X2 = work discipline  
X3 = organizational culture  
X4 = performance allowance  
Y = Performance

d. Hypothesis Test

Uji F Test

Test the simultaneous influence and accuracy of the model using the F test and the value of  $\alpha \leq 0.05$ . If the  $F_{count} > F_{table}$  and the value of the value of  $\alpha \leq 0.05$ , then the hypothesis that mentions the independent variables simultaneously influence is accepted and the research model formulated is appropriate. The F test was used to determine the hypothesis of the influence of leadership style (X1), work discipline (2), organizational culture (3), Performance Allowance (X4) on the performance (Y) of employees, in this case the police and ASN Polri on the South Kalimantan Regional Police Health bid simultaneously.

Uji T test

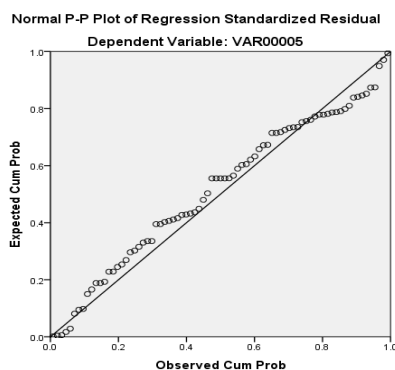
Test the partial effect of the independent variable on the dependent variable using the t test. The criteria used is If  $t_{count} > t_{table}$  and significance  $< 0.05$ , then the hypothesis is accepted. This t test is used to determine the hypothesis of the influence of leadership style (X1), work discipline (2), organizational culture (3), Performance Allowance (X4) on the performance (Y) of employees, in this case the police and ASN Polri on the South Kalimantan Regional Police secara partial.

#### 4. Results and Discussion

This research data meets the assumption test as a requirement of regression analysis. In this research data has been tested with data normality, multicollinearity, and heteroskedasticity, as follows:

##### a. Normality Test Results

Normality data dapat ditentukan diagram Normal P-P Plot of *regression standardized residual* hasil dari analisis regresi. If in the diagram there are points spread along a straight line then the data is normally distributed. Berdasarkan hasil analisis regresi penelitian ini terdapat titik-titik menyebar mengikuti garis lurus iagram Normal P-P Plot of *regression standardized residual* sebagaimana gambar dibawah ini.



**b. Multicollinearity Test Results**

**Tabel Tolerance and VIF**

No.	Variabel	Collinearity Statistics	
		Tolerance	VIF
1.	Leadership Style (X1)	0.227	4.403
2.	Work Discipline (X2)	0.153	6.554
3.	Organizational Culture (X3)	0.293	3.417
4.	Performance Allowance (X4)	0.116	8.595

Source: processed Data, 2023

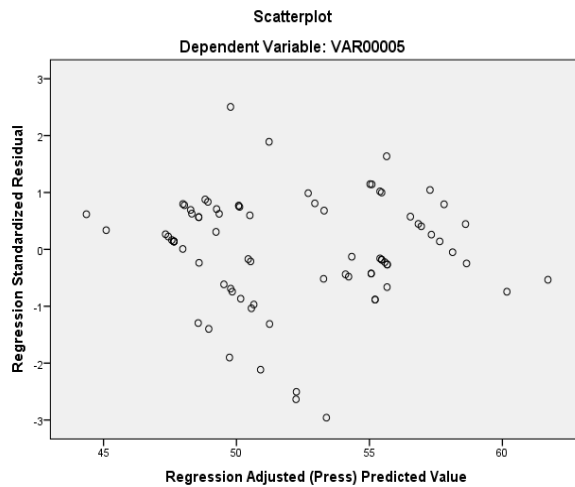
Symptoms of multicollinearity are known through tolerance and VIF values. If tolerance  $> 0.1$  and VIF  $< 10$  then the study data did not experience multicollinearity disorders. Tolerance value of leadership style data is  $0.227 > 0.1$  and VIF is  $4.403 < 10$ . Tolerance value of work discipline  $0.153 > 0.1$  and VIF reached  $6.554 < 10$ . The value of organizational culture tolerance  $0.293 > 0.1$  and VIF reached  $3.417 < 10$ . Tolerance value of performance allowance  $0.116 > 0.1$  and VIF  $8.595 < 10$ . So all the data of this study were not subjected to multicollinearity.

**c. Heteroscedasticity Test Results**

Heteroscedasticity test is used to determine the presence or absence of deviation of the classical assumption of heteroscedasticity, namely the existence of variance inequality of residuals for all observations in the regression model. Heteroscedasticity test aims to test whether the linear regression model variance inequality occurs from the residual of one observation to another.

Heteroscedasticity data dapat diketahui melalui diagram pancar regression adjusted predicted value. If the diagram shows irregular radiating points, then the data is not subject to heteroscedasticity disorders. The data of this study did not experience heteroscedasticity because the results of regression analysis showed regression adjusted predicted value diagram contains irregular spread points. Hasil analisis regresi terhadap data penelitian ini menunjukkan diagram regression adjusted predicted value berisi titik-titik menyebar tidak beraturan seperti diagram.





#### d. Table Of Determinant Coefficients

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,853	0,728	0,713	2.41713

Source: processed Data, 2023

Determinant coefficients were used to predict the influence of leadership style (X1), work discipline (X2), organizational culture (X3), and performance benefits (X4) on the performance (Y) of police officers and ASN Polri in Biddokkes P olda P South Kalimantan. In the table of determinant coefficients above the value of R or determinant coefficient 0.853. This value of R squared (R square) becomes 0.728. The value of R square is  $0.728 \times 100\% = 72.8\%$ . This shows that leadership style (X1), work discipline (X2), organizational culture (X3), and performance allowance (X4) affect the performance (Y) of police officers and ASN Polri in Biddokkes P olda Kalsel by 72.28%. The remaining 27.72% which means performance is influenced by other variables, in addition to leadership style (X1), work discipline (X2), organizational culture (X3), and performance benefits (X4).

#### e. F Test

##### F Test Table

df	Mean Square	F	Sig.

4	288,794	49,430 ,000	.000 <sup>b</sup>
74	5,842		
78			

Source: processed Data, 2023

The F-test is used to determine the simultaneous effect of the independent variable on the dependent variable. F value count > F table with significance < 0.05 shows the simultaneous influence of leadership style (X1), work discipline (X2), organizational culture (X3), and performance allowance (X4) on performance (Y) received. Conversely, if F count < F table with significant >0.05, the simultaneous influence of leadership style (X1), work discipline (X2), organizational culture (X3), and performance allowance (X4) on performance (Y) is rejected. The f Test table above shows that the calculated F value is 49.430 with a significance of 0.000. The value of F calculated in the table with regard to df1 =4 and df 2 =74 is 2.53. So the value of F calculate 49.430 > F table 2.53 with significance 0.000< 0.05. So the hypothesis that says: Leadership style, work discipline, organizational culture, and performance benefits are influential on the performance of Police and ASN Polri in BidDokkes Polda Kalsel simultaneously accepted.

#### **f. Regression Coefficient**

**Table Of Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Const)	5.940	4.356		1.363	.177
	X1	0,608	.128	.607	4.765	.000
	X2	-0,576	.222	-.403	-2.596	.011
	X3	0,358	.165	.244	2.174	.033
	X4	0,526	.239	.392	2.202	.031

Source: processed Data, 2023

Regression coefficients with their respective significance values are used to determine the partial effect of free variables on the dependent variable. If the significance  $< 0.05$  hypothesis states that the independent variable has an effect on the dependent variable is accepted. Conversely, if the significance  $> 0.05$  then the hypothesis of partial independent variable to the dependent variable is rejected. Based on the regression coefficient table above, it is known that the value of t (influence of leadership style on performance) sebesar is 4.363 with a significance of  $0.00 < 0.05$ . T value (the effect of work discipline on performance) amounted to -2,596 with significance of  $0.011 < 0.05$ . T value (influence of organizational culture on performance) sebesar is 2.174 with significance  $0,033 < 0,05$ . T value (the effect of work allowance on performance) sebesar 2.174 is 2,174 with significance  $2,202 < 0.05$ . So yang the hypothesis that leadership style (X1), work discipline (X2), organizational culture (X3), and performance benefits (X4) secara have a partial effect on performance (Y) is accepted.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$
$$= 5.940 + 0,608X_1 + (-0,576) X_2 + 0,358X_3 + 0,526X_4 + e$$

Thus, the leadership style increased by one unit, then the performance increased by 0.60. If labor discipline increases by one unit, then it contributes to performance by 0.576. If the organizational culture is increased by one unit, the increase in performance reaches 0.358. If the performance allowance increases by one unit, the performance increase reaches 0.526. The results of this study are in line with the results of research from (M.L Makalew, F. Annoyed, And Y. Punuindoong, 2021); juga hasil penelitian (Jarot Prianggono, 2022) dan (- Kurniawan, Maulana, & Iskandar, 2023) bahwa gaya kepemimpinan pada kepolisian sangat berpengaruh terhadap kinerja personil. Then the results of this study on organizational culture effect on police performance in line with the results of research (Rijanto & Mukaram, 2018). Juga sejalan dengan hasil penelitian (Jarot Prianggono, 2022) bahwa budaya organisasi yang ada pada Kepolisian sangat berpengaruh terhadap kinerja personil yang ada.

This research also supports the research results (Affandi & Aisjah, 2016); (Najoan, Pangemanan, & Tangkere, 2018); and (Rasyid, Habe, & Junaidi, 2022); also (Siti Utari, Rinah, & Irwansyah, 2022) that performance allowances influence employee performance. This is also in line with the results of research (Ningsih, 2021) on the North Sumatra Regional Police. Especially for the influence of work discipline on performance showed a negative influence. The results of this study are not in line with the results of research from (A. Kurniawan & Priatna, 2021) dan (Siahaan, Ritonga, Dewita, Dongoran, & Surbakti, 2021). Because the location and object of the police field under study are different, the results are different. In the object of this study, if the discipline is further strengthened, it can have a negative influence on performance. This is karena because the characteristics of the work in the field of Medicine and health (Biddokkes) of the South Kalimantan Police are different from other fields. The personnel stationed here are police and ASN Polri based on basic knowledge and competence in the field of Health and medicine. Where doctors and nurses are not always bound by scheduled times, but

consider sick patients or sudden calls that can occur so that they have to be on duty outside the proper schedule.

Health care and treatment there are scheduled and unscheduled data yang tidak terjadwal, highly dependent on the number and severity of the disease of patients who seek treatment both internal police and other patients. Patients seeking emergency treatment can occur during the day, night, morning, or evening. The medical measures provided are emergency and ordinary. Under these conditions, permanent time discipline will hamper the work of Biddokkes personnel in providing services, especially humanitarian ones. So that the application of discipline that should not be enforced the same as personnel in other fields in the police. Hence the applied regulation likewise. Regulations in the field of Biddokkes Polda Kalsel should be made separately in contrast to regulations in general, given the conditions and character of the work more on social and humanitarian services. If the regulations and work times set are the same regardless of the type, character and working conditions, it will negatively affect performance. This study is in line with the results of research (Sukidjan, 2019) bahwa pada personil Polisi tidak bisa diterapkan disiplin kerja yang sama, karena sifat atau karakteristik bidang pekerjaan yang berbeda dan sangat spesifik.

## **5. Conclusion**

Based on the analysis of data and the results of the discussion in this study, the following conclusions can be drawn :

- a. Leadership style has a significant effect on the performance of the police and ASN Polri in the South Kalimantan Police Health Biddokkes.
- b. Work discipline has a significant effect on the performance of the police and ASN Polri in the South Kalimantan Police Health Biddokkes.
- c. Organizational culture has a significant effect on the performance of Police and ASN Polri in South Kalimantan Police Health Biddokkes.
- d. Performance allowance significantly affects the performance of Police and ASN Polri in South Kalimantan Police Health Biddokkes.
- e. Simultaneously, leadership style, work discipline, organizational culture and performance benefits significantly affect the performance of the police and ASN Polri in the South Kalimantan Regional Police Health Biddokkes. So it can be interpreted that police personnel and ASN Polri in Bidokkes Polda Kalsel can receive a model of leadership style, work discipline, organizational culture and performance benefits that have been implemented to date so that it has a good influence on the performance of each police and ASN Polri in Bidokkes Polda Kalsel.

Based on the results of the study can also be concluded among the overall four independent variables, namely leadership style, work discipline, organizational culture and performance benefits, the most significant influence on the performance of police personnel and ASN police in Biddokkes Polda Kalsel is the variable influence of leadership style, at the point that the leadership style that always provides support to employees awake has a positive and significant influence on the performance of personnel in the South Kalimantan Police Health Biddokkes.

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