



The Effect Of Transformational Leadership And Organizational Culture On Police Performance Mediated By Job Satisfaction In Aceh Tamiang Resort Police

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ABSTRACT

This research investigates the impact of transformational leadership and organizational culture on police performance at the Aceh Tamiang Police Department. It examines whether job satisfaction mediates this relationship. The research utilizes an associative approach and involves all Aceh Tamiang Police personnel as the population. A stratified random sample of 96 personnel was selected for the study. Transformational leadership variable and organizational culture variable serve as independent variables, while police performance variable is the dependent variable. Job satisfaction acts as an intervening variable. Data analysis employs descriptive analysis and Structural Equation Modelling, with a Partial Least Squares approach. The findings demonstrate a positive effect of transformational leadership and organizational culture on police performance. This effect operates both directly and indirectly through increased job satisfaction among police officers. It means that a transformational leadership style and positive organizational culture can increase members' job satisfaction, ultimately impacting their performance. In other words, to improve the performance of police officers, efforts need to be made to increase the transformational leadership of leaders and strengthen a positive organizational culture.

INTRODUCTION

The Indonesian National Police (POLRI), a state organization tasked with ensuring public security and order since its establishment in 1946, has undergone several structural changes.. However, the Police have become a civilian institution under the President. Structural changes in the history of the Police then influenced changes in the philosophy and ideology of the Police in

Indonesia. In order to facilitate and optimize the implementation of the Police's work, the Police's work area is divided based on the division of government administration areas and integrated criminal justice system devices and based on the interests of implementing police functions and roles. Performance gauges how well an organization executes its programs and policies to achieve its desired outcomes, aligned with its strategic vision, mission, and goals. (Moeheriono, 2012). The Aceh Tamiang Police Resort is part of the Aceh Provincial Police Work Area. The implementation of the Aceh Tamiang Police Operational Performance is carried out by referring to the Vision and Mission of the Aceh Regional Police. For this reason, the implementation of the performance of the Aceh Tamiang Police Resort is stated in the 2022 Aceh Tamiang Police Resort Strategic Plan. In the Strategic Plan (Renstra), the Implementation of the Aceh Tamiang Police Resort Performance is carried out based on the achievement of aspects of the Main Performance Indicators (IKU).

In order to get maximum work results, employees should perform well. With good performance, the results obtained are also good. (Hartono & Kusuma, 2020). Effective leadership is crucial for organizational success. Leaders guide and motivate their teams, inspiring them to work effectively and efficiently towards common goals. The quality of leadership directly impacts the organization ability to achieve its objectives. Therefore, leadership can be viewed as the study of how to effectively direct, influence, and oversee others in accomplishing tasks according to established plans. (Fahmi, 2016).

There are many types of leadership according to experts, including charismatic, authoritarian, totalitarian, visionary, transformational, transactional, and other leadership styles, and each type of leadership is supported by its theory based on its nature, behavior, and goals. (Riwukore, Habaora, & Marnisah, 2022). Transformational leadership focuses on inspiring employees and the broader community to wholeheartedly support and work towards organizational objectives. This leadership style emphasizes fostering trust and empowering individuals to contribute to achieving these goals. Additionally, transformational theory examines how leaders can effectively adapt organizational culture and structure to align with management approaches, thereby enhancing operational efficiency and achieving desired outcomes.

In essence, transformational leadership focuses on leaders inspiring and empowering their team members to significantly improve their performance. This involves shifting employees' perspectives on their work, motivating them, and guiding them towards new ways of working. Ultimately, this creates a more productive and aligned workforce that can effectively achieve organizational objectives. This transformation happens when leaders successfully communicate the importance of shared values and foster a strong sense of common purpose within the team and the organization. Implementing norms in the organizational environment is also one factor that influences the implementation of optimal performance achievement. Norms in the organization will continuously build a culture in the organization. As stated by research conducted (Dunggio, 2020) and strengthened by research (Rijanto, A., 2018), organizational culture can affect employee performance.

Then, to achieve good performance in every organization, the thing that needs attention is job satisfaction. According to (Sudaryo, Y., Aribowo, A., & Sofiati, 2018), job satisfaction is arises from the alignment between expectations and the actual rewards received in the workplace. This can range from feelings of contentment to dissatisfaction.

Researchers' Initial observations on four police personnel at the Aceh Tamiang Police on July 12, 2022, found several facts. Some members gave a positive picture of their work while working, such as the procedures and policies of the leadership that had been determined, not being a burden, and being willing to carry out their duties as well as possible because it was indeed their duty as police officers. However, some others thought they were dissatisfied with the work they did and the work they did did not provide the rewards they expected. The statements from several police officers also stated that their dissatisfaction could be seen in

practice in the field where the name and good image of the police in society are currently declining.

Several problems can be formulated, such as: (1) does transformational leadership influence the level of job satisfaction among police officers at the Aceh Tamiang Resort Police? (2) does the prevailing organizational culture within the Aceh Tamiang Resort Police impact the job satisfaction of its officers (3) does transformational leadership have an impact on the overall performance of the Aceh Tamiang Resort Police? (4) is there a discernible influence of the organizational culture on the performance of the Aceh Tamiang Resort Police? (5) does an individual's job satisfaction within the Aceh Tamiang Resort Police influence their overall performance? (6) does transformational leadership influence the performance of the Aceh Tamiang Resort Police, with job satisfaction acting as an intermediary factor? (7) does organizational culture influence the performance of the Aceh Tamiang Resort Police, with job satisfaction acting as an intermediary factor?

This study seeks to investigate and examine the following relationships: (1) how leadership influences employee job satisfaction within the Aceh Tamiang Resort Police (2) the impact of organizational culture on the job satisfaction of Aceh Tamiang Resort Police personnel (3) the effect of leadership on the performance of the Aceh Tamiang Resort Police (4) the influence of organizational culture on the performance of the Aceh Tamiang Resort Police (5) how job satisfaction affects the performance of the Aceh Tamiang Resort Police (6) the mediating role of job satisfaction in the relationship between leadership and the performance of the Aceh Tamiang Resort Police (7) the mediating role of job satisfaction in the relationship between organizational culture and the performance of the Aceh Tamiang Resort Police.

LITERATURE REVIEW

Performance

Performance is defined as what employees do or do not do. Employee performance essentially encompasses their actions and inactions within the workplace. These actions directly impact the extent to which they contribute to the organization's success. In essence, performance refers to the work outcomes achieved by individuals or teams, aligned with their assigned roles and responsibilities, all while adhering to legal, ethical, and moral standards.(Afandi, 2018). Then, the definition of performance (work achievement) is demonstrated by the results they achieve in their job, considering both the effectiveness (quality) and efficiency (quantity) of their work, while fulfilling their assigned responsibilities.(Mangkunegara, 2017)

A similar opinion was also expressed by (Torang, 2014), performance is reflects the effectiveness and efficiency with which individuals and teams within a company accomplish their core duties. This is assessed based on established norms, standard operating procedures, and predefined criteria and measurements. Key factors in evaluating employee performance include the volume of work produced, the quality of the output, how efficiently tasks are completed, adherence to workplace rules, and the ability to take initiative.(Afandi, 2018).

Leadership

Leadership is the process through which leaders motivate and direct subordinates to work together productively to achieve organizational success. (Hasibuan, 2014). According to (Kartono, 2011), encompasses the unique blend of qualities – like innate nature, ingrained habits, and distinctive personality – that set a leader apart in their interactions. At its core, leadership is the dynamic that drives all endeavors, motivating others to unite towards shared objectives. A leader's actions and strategic approaches are shaped by their inherent skills, inherent traits, and underlying attitudes, all of which are strategically employed to guide and effect the performance of their team.

Transformational leadership effectively guide and inspire their teams to leverage all available resources within the organization to successfully accomplish significant objectives aligned with predetermined targets.(Danim, 2012). According to (Robbins, S. P., & Judge, 2013), transformational leaders motivate their teams to prioritize organizational goals above individual interests, fostering exceptional effect..

The indicators of leadership are analytical skills, role models, rationality and objectivity, work programs, the ability to listen to suggestions, communication skills, division of tasks, and decisiveness in acting. (Hasibuan, 2014). Meanwhile, according to (Kartono, 2011), several key indicators, such as the capacity to direct subordinates, a strong sense of duty, and the ability to regulate emotions, serve as crucial benchmarks for assessing an individual's leadership capabilities.

Organizational Culture

Organizational culture is a shared set of beliefs and values that members understand and uphold, making their organization unique. (Robbins, S. P., & Judge, 2013). Meanwhile, Kreitner stated organizational culture as a shared system of beliefs and values within a group that influences how members perceive, think, and respond to their surroundings(Kreitner, R., & Kinicki, 2014). According to (Sentot, 2010), behavior within an organization comes from two sources: individuals and groups. Both individual and group behavior are important topics in the organization, especially since both interact with each other, which at some point cannot be distinguished from the origin of the behavior in an organization.

Organizational performance depends on individual performance; managers must have more knowledge about various things about performance; in addition, managers must have good individual performance so that efforts to effect the performance of the organization they lead are practical. To measure organizational culture, one can evaluate its norms, dominant values, and the prevailing organizational climate. (Zahriyah, 2015).

Job Satisfaction

Job satisfaction is a multifaceted emotional response stemming from the interplay between an employee's aspirations (drives, desires, expectations) and their actual work experiences. This interplay leads to feelings of contentment, fulfillment, or discontent. Employee attitudes towards work, including work environment, coworker relations, rewards, and both physical and mental well-being, significantly effect job satisfaction. Essentially, job satisfaction reflects an employee's positive or negative emotional state regarding their work.(Sutrisno, 2016)

Then (Handoko, 2011), stated that Employee satisfaction reflects how positively or negatively individuals feel about their work. This feeling is personal and influenced by both the employee's own perspective and the workplace conditions. Job satisfaction encompasses a variety of aspects, including attitudes and overall feelings towards one's work.

Individual satisfaction varies based on their personal values. The greater the perceived alignment between an activity and an individual's aspirations, the higher their satisfaction with that activity. Essentially, satisfaction reflects an individual's emotional state, indicating happiness or unhappiness, and contentment or discontentment, within their work context.

Some indicators that measure job satisfaction include job content, supervision, organization and management, opportunities for advancement, and coworkers. Meanwhile, job satisfaction consists of 8 (eight) categories: salary, promotion opportunities, superiors, coworkers, the work itself, altruism, status, and work environment. (Wibowo, 2013).

Hypothesis

Effective leadership plays a crucial role in enhancing employee performance. Leaders, through their behavior, inspire and motivate their subordinates to excel. The effectiveness of leadership hinges on the appropriate application of leadership styles that encourage and effect

employees to improve their performance. According to research conducted by (Riwukore et al., 2022), leadership style plays a crucial role in determining the success of internal audits within the Kupang City Inspectorate Agency, both individually and collectively.

Previous research by Sadariah demonstrates that leadership style significantly impacts employee job satisfaction. This finding suggests that the leadership style is adaptable and suitable for a wide range of organizational contexts.(Sadariah, 2019). Employee satisfaction directly impacts employee performance. When employees feel valued and cared for by their company, they are more motivated and productive. This reciprocal relationship benefits both parties: satisfied employees contribute to higher company performance, while the company gains a more engaged and productive workforce.

Building upon this, Robbins defines performance as the level of success an organization achieves in meeting its goals efficiently, effectively, and innovatively. Successful performance hinges on achieving desired outcomes. Furthermore, performance is a complex interplay of ability, motivation, and opportunity, highlighting the significant role of job satisfaction in influencing individual performance.(Robbins, S. P., & Judge, 2013)

Transformational leadership elevates both leaders and followers towards higher ideals like freedom, justice, and human dignity. It's driven by noble values, not negative emotions like greed or envy. This shared pursuit of higher purpose fosters a strong sense of unity and shared understanding among leaders and subordinates, aligning their efforts towards achieving organizational objectives.

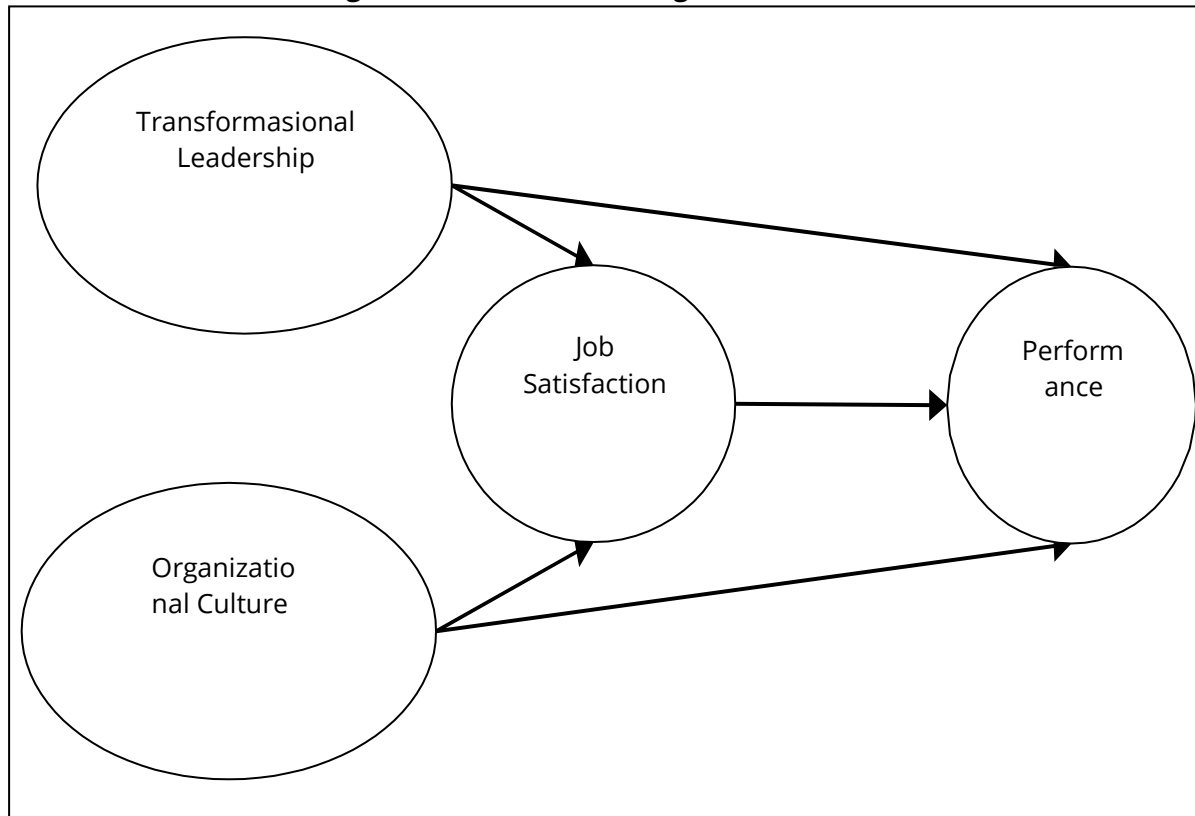
Transformational leadership fosters a positive and productive work environment. By inspiring and motivating their team, leaders cultivate trust, pride, and commitment among their subordinates. This increased engagement leads to enhanced performance and a shared vision for the future. This style of leadership is characterized by behaviors like charismatic influence, inspiring motivation, and individual attention, which ultimately drive the team towards achieving their goals.

Research conducted by (Siagian, T. S., & Khair, 2018), found that Leaders significantly impact how well employees do their jobs by influencing their level of job satisfaction. Successful leadership hinges on choosing the right leadership style to motivate and guide subordinates towards better performance. A positive organizational culture empowers the organization to navigate challenges and achieve its objectives effectively.

A positive work environment is crucial for any organization's success. This is because a strong company culture directly influences whether or not the organization achieves its objectives. When a positive culture exists, the organization is better equipped to navigate challenges and reach its goals by leveraging its internal strengths.(Budi, 2006). The existence of a positive organizational culture can affect the performance of its employees.

A research by (Kris Setyaningsih, Najib Haitami, 2018), obtained conclusion of organizational culture variables that directly affect job satisfaction. Based on the description above, the hypothesis (H1) in this study is that organizational culture influences teachers' job satisfaction at the Santo Fransiskus Education Foundation, Jakarta.

A robust organizational culture is a crucial determinant of increased organizational productivity. Such a culture can serve as a primary source of competitive advantage when it exhibits congruence with the organization's strategic direction and demonstrates the capacity to proactively address and overcome environmental challenges. The culture contained in an organization has a function that creates differences between one organization and another, conveys a feeling of identity for members of the organization, and facilitates commitment to everything more significant than one's own interests and standards for what should be said and done. Research conducted by (Qorfianalda, S., & Wulandari, 2021), shows that organizational culture positively affects performance mediated by satisfaction. This means that satisfaction positively mediates culture on performance.

Figure 1. Research Thinking Framework

This research examines several hypotheses: (1) leadership and organizational culture influence employee job satisfaction (2) leadership and organizational culture impact employee performance (3) job satisfaction positively affects employee performance (4) the relationship between transformational leadership and performance is mediated by job satisfaction (5) the relationship between organizational culture and performance is also mediated by job satisfaction.

METHODS

This study employs a quantitative research methodology and utilizes an associative research approach. The associative approach is a correlational approach using two or more variables to determine the relationship or influence between one variable and another. (Juliandi, A., Irfan, & Manurung, 2014). This study consists of two models, in the first model the endogenous variable is Performance variable or Y1, with exogenous variables consisting of Leadership variable or X1, Organizational Culture variable or X2 and Job Satisfaction variable or Z. While in the second model, the endogenous variable is Job Satisfaction variable or Z with exogenous variables Leadership variable or X1, and Organizational Culture variable or X2.

The indicators used in the Performance variable (Y1) are according to (Afandi, 2018), the Leadership variable (X1) according to (Kartono, 2011), the Organizational Culture variable (X2) according to (Zahriyah, 2015), and the Job Satisfaction variable according to (Rivai, V., & Sagala, 2009), (Wibowo, 2013). This research was conducted at the Aceh Tamiang Police Resort in 2022. This research began in June 2022 and was completed in January 2023. The population in this study were all Aceh Tamiang Police Resort Personnel with a total population of 480 people. The number of samples in this study was determined using the Stratified Random Sampling. In the jurisdiction of the Aceh Tamiang Police, the organizational structure is divided into 16 work units. By using Stratified Sampling where there are 16 strata or levels of work units in the Aceh

Tamiang Police, the researcher then randomly determined the sampling of each stratum as many as six.

Primary data is obtained directly from the answer of research questions. Secondary data is obtained from other parties obtain and record it. The data collection techniques in this study are document study, interviews, and questionnaires. The Likert Scale aims to measure agreement and disagreement, especially among people, towards a program plan, the program's implementation, and the program's success level.

The present study utilized a quantitative data analysis approach, with the statistical method of choice being Partial Least Squares (PLS). PLS, recognized for its flexibility in handling data with fewer underlying assumptions, was executed through the use of SmartPLS software version 2.0.M3.

RESULTS

Table 1. Performance Test Result

Variable	Statement Number	Average Score	Description
Performance	1	4.06	Good
	2	3.95	Good
	3	4.11	Good
	4	4.11	Good

Source: Research data from 2023

Based on the performance description data in Table 1 above, it is known that performance is measured using four indicators, namely quality, efficiency, discipline, and initiative. The results of the description of the four measurement indicators used based on measurements with a Likert scale obtained performance description results with a good category. Obtaining a good category based on the scale range indicates that the achievement and implementation of the performance of the Aceh Tamiang Police personnel have been carried out well.

Table 2. Leadership Test Result

Variable	Statement Number	Average Score	Description
Leadership	1	3.49	Good
	2	3.54	Good
	3	3.64	Good

Source: Research data from 2023

Based on the leadership description data in Table 2 above, it is known that leadership is measured using three indicators, namely work programs, coworkers, responsibility, and decision-making. The results of the description of the measurement indicators used based on measurements with a Likert scale obtained the results of the leadership description with a good category. The achievement of this scale shows that the implementation of leadership at the Aceh Tamiang Police Resort has been running well in the sense that the police leaders in the Aceh Tamiang Police Resort jurisdiction have met the aspects and criteria of leadership.

Table 3. Organizational Culture Test Result

Variable	Statement Number	Average Score	Description
Organizational Culture	1	3.44	Good
	2	3.44	Good
	3	3.45	Good

Source: Research data from 2023

Based on the data on the description of organizational culture in Table 3 above, it is known that organizational culture is measured using three indicators: organizational climate, self-awareness, and personality. The results of the description of the four measurement indicators used based on measurements with a Likert scale obtained the results of the description of organizational culture with a good category. Thus, the organizational culture applied to the Aceh Tamiang Police has met the criteria for a good organizational culture.

Table 4. Job Satisfaction Test Result

Variable	Statement Number	Average Score	Description
Job Satisfaction	1	4.41	Good
	2	4.23	Good
	3	4.40	Good
	4	4.31	Good

Source: Research data from 2023

Based on the job satisfaction description data in Table 4 above, it is known that job satisfaction is measured using four indicators, namely promotion opportunities, coworkers, work, and status. The results of the description of the four measurement indicators used based on measurements with a Likert scale obtained the results of the job satisfaction description with a good category. This shows that police personnel in the jurisdiction of the Aceh Tamiang Police have felt satisfied and proud of the work assigned or feel satisfied and proud in carrying out police duties.

Table 5. Construct Validity and Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Extracted Average Varians
Leadership (X1)	0,972	0,976	0,977	0,877
Organizational Culture (X2)	0,977	0,980	0,981	0,998
Job Satisfaction (Z)	0,949	0,950	0,957	0,763
Performance(Y)	0,964	0,964	0,969	0,798

Source: Research data from 2023

Based on the Construct Validity and Reliability data in Table 5, it is obtained that all variables of leadership, organizational culture, job satisfaction, and performance have values (Cronbach Alpha and Rho_A > 0.7), values (Composite Reliability > 0.6) and values (Average Variance Extracted / AVE > 0.5). Thus, the Validity and Reliability of all variables are good.

Table 6. Heterotrait-Monotrait Ratio (HTMT)

Variable	Leadership (X1)	Organizational Culture (X2)	Job Satisfaction (Z)	Kinerja (Y)
Leadership (X1)				
Organizational Culture (X2)	0.065			
Job Satisfaction (z)	0.421	0,358		
Performance(Y)	0.559	0.522	0.721	

Source: Research data from 2023

Based on the Heterotrait-Monotrait Ratio (HTMT) value in Table 6, the results show that all values (HTMT) of the research variables are less than 0.90. Thus, the research construct used is valid. In addition, determining Discriminant Validity (discriminant validity) is the extent to which a

construct is genuinely different from others (the construct is unique). To measure discriminant validity, it can be seen from the value obtained, Fornell-LarckerCriteiron, Cross Loadings/loading Factor where the outer loading value of the research construct is ≥ 0.7 , then the construct is valid. However, for research with a small number of samples, an outer loading value of >0.4 can be used (Juliandi, 2018).

Table 7. Outer Loading

	Leadership (X1)	Organizational Culture (X2)	Job Satisfaction (Z)	Performance (Y)
x1.1	0,903			
x1.2	0,944			
x1.3	0,947			
x1.4	0,957			
x1.5	0,941			
x1.6	0,926			
x2.1		0,933		
x2.2		0,943		
x2.3		0,962		
x2.4		0,953		
x2.5		0,947		
x2.6		0,948		
z1			0,866	
z2			0,881	
z3			0,862	
z4			0,869	
z5			0,860	
z6			0,852	
z7			0,835	
z8			0,836	
Y1				0,881
Y2				0,885
Y3				0,908
Y4				0,887
Y5				0,890
Y6				0,902
Y7				0,902
Y8				0,893

Source: Research data from 2023

The results of Table 7 show the outer loading value of the research variable construct > 0.7 . Thus, the construct variables used in this study have good discriminant validity.

Table 8. R-Square

	R-Square	R-Square Adjusted
Job Satisfaction (Z)	0,281	0,262
Performance (Y)	0,666	0,653

Source: Research data from 2023

Based on table 8, the R-Square result is 0.281 from the job satisfaction variable (Z). This indicates the accuracy of the Leadership variable (X1), and organizational culture (X2), in explaining the job satisfaction variable (Z) is 28.1%. Then the R-square is 0.790 on the performance variable (Y). This indicates the accuracy of the leadership variable (X1), organizational culture (X2) and job satisfaction (Z) in explaining the performance variable (Y) is 66.6%.

Table 9. F-Square

	Leadership (X1)	Organizational Culture (X2)	Job Satisfaction (Z)	Performance (Y)
Leadership (X1)			0.221	0,318
Organizational Culture (X2)			0.156	0.319
Job Satisfaction (Z)				0.381
Performance (Y)				

Source: Research data from 2023

Based on table 9 above, it can be seen that the effect of the f-square of the exogenous leadership variable (X1) on job satisfaction (Z) is 0.221. This means that there will be a change in the value of the job satisfaction variable (Z) of 22.1% if the leadership variable (X1) is removed from the construct. The ability of the leadership variable (X1) to explain the performance variable (Y) is 0.318%. This means that there will be a change in the value of the performance variable (Y) of 31.8% if the leadership variable (X1) is removed from the construct.

Table 10. Direct Effect

	Ordinal Sampel	Sampel Mean	Standart Deviasi	T-Statistik	P Values
X1 → Y	0.360	0.360	0.067	5,344	0.000
X1 → Z	0.399	0.387	0.109	3,673	0.000
X2 → Y	0.351	0.349	0.083	4,224	0.000
X2 → Z	0.335	0.317	0.108	3,115	0.002
Z → Y	0.421	0.404	0.116	3,634	0.000

Source: Research data from 2023

Based on Table 10 above, the results of the test of the direct effect of leadership (X1) on performance (Y) have a path coefficient (Ordinal Sample) of 0.360 (positive), so an increase will follow an increase in the value of the leadership variable (X1) in the performance value (Y) of 36%.

Table11. Indirect Effect

	Ordinal Sampel	Sampel Mean	Standart Deviasi	T- Statistik	P Values
X1 → Z → Y	0.168	0.164	0.066	2,561	0.011
X2 → Z → Y	0.141	0.138	0.066	2,144	0.033

Source: Research data from 2023

Based on Table 11 above, it is obtained that the indirect effect of leadership (X1) on performance (Y) mediated by the job satisfaction variable (Y) has a path coefficient (Ordinal Sample) of 0.168 (positive). So, the job satisfaction variable (Z) can mediate the effect of the leadership variable (X1) on the performance variable (Y) by 16.8%. The effect of the leadership variable (X1) on performance (Y) mediated by the job satisfaction variable (Z) has a P-Value (0.000) < α (0.05), so the job satisfaction variable (Z) can mediate the effect of the leadership variable (X1) on the performance variable (Y).

Table 12. Total Effect

	Ordinal Sampel	Sampel Mean	Standart Deviasi	T Statistik	P Values
X1 → Y	0,528	0.524	0.064	8,294	0.000
X1 → Z	0,399	0.387	0.109	3,673	0.000
X2 → Y	0,429	0.487	0.065	7,549	0.000
X2 → Z	0,335	0.317	0.108	3,115	0.002
Z → Y	0,421	0.404	0.116	3,634	0.000

Source: Research data from 2023

Table 12 explains the total effect or total effect of the leadership variable (X1) on the performance variable (Y) is 0.528 with a P-value of 0.000 < 0.05. Thus, Variable X1 has a significant effect on Variable Y. Then, the total effect or total effect of the organizational culture variable (X2) on the performance variable (Y) is 0.429, with a P-value of 0.000 < 0.05. Thus, Variable X2 significantly effects both directly and indirectly on Variable Y.

DISCUSSION

The quantitative analysis show that 36% of the variation in personnel performance is explained by leadership. The responsibility indicator is the most dominant aspect of leadership in this study. In addition, the study results also show that the decision-making aspect is the strength of the leadership in the police. This finding aligns with previous studies that concluded that effective leadership can improve employee performance. So the right leadership style can encourage and effect subordinates to perform better. This study proves a significant positive relationship between organizational culture and employee performance.

Then, the results of the analysis show that increasing organizational culture values will have an impact on improving performance by 35.1%. The self-awareness factor in organizational culture has a very dominant role. Analysis of the aceh tamiang police resort shows that employee self-awareness is in a suitable category. This study's results align with previous studies that concluded that organizational culture is vital in improving employee performance. It shows that a positive organizational culture can be the primary driver for employees to achieve optimal performance.

This study got a positive and significant relationship between job satisfaction and the performance of aceh tamiang police personnel. Increasing job satisfaction, especially regarding relationships between coworkers, directly impacts individual performance. It shows that a harmonious working atmosphere and support from coworkers significantly contribute to the motivation and productivity of police members.

The results of further analysis show that opportunity and promotion factors provide high personnel satisfaction. It indicates that the opportunity to develop and be recognized in a career significantly improves job satisfaction. This finding is in line with management theories, which state that job satisfaction is one of the key factors in improving individual performance. When satisfied with their job, they tend to be more motivated to give their best and achieve organizational goals.

Transformational leadership's vivacious and significant effect on employee job satisfaction variable. The path coefficient value of 0.399 indicates that improving leadership quality is directly followed by increased employee job satisfaction. This is supported by a very small p-value (0.000), which is far below the significance threshold of 0.05. This finding is consistent with previous studies that concluded that leadership style, especially participatory leadership, positively impacts employee job satisfaction. Thus, it can be concluded that transformational leadership is essential in increasing job satisfaction and contributing to organizational success.

The study significantly effectd organizational culture and job satisfaction at the aceh tamiang police resort. The evidence is shown by the path coefficient value of 0.355 and the p-value of 0.002, which is smaller than the significance level of 0.05. This means that the better the organizational culture is implemented, the higher the job satisfaction of police members. This finding aligns with the theory that organizational culture plays a vital role in shaping the attitudes and behavior of organizational members and providing guidelines for facing various challenges.

This study shows that transformational leadership significantly improves how well employees do their jobs. This happens in two ways: directly and through increased job satisfaction. Transformational leaders, who are skilled at inspiring and motivating their teams, create a positive and productive workplace. This positive environment makes employees happier in their jobs. When employees are happy, they tend to perform better. These results support earlier research that has consistently found a strong positive connection between transformational leadership, employee happiness, and overall employee performance.

There is prove that a strong organizational culture plays a crucial role in boosting employee performance, primarily by increasing their job satisfaction. Our analysis confirms this link, demonstrating a positive and significant relationship between organizational culture and performance when mediated by job satisfaction (0.141) and significant (p-value <0.05). This finding aligns with previous studies showing a positive relationship between organizational culture, job satisfaction, and employee performance. A positive organizational culture, characterized by adherence to norms, consistency of values, code of ethics, good organizational climate, innovation, attention to details, goal orientation, and employee orientation, can improve organizational performance.

CONCLUSION

Based on the results of the study, it can be concluded that transformational leadership and organizational culture have a positive effect on the performance of members of the Aceh Tamiang Police Resort. This effect occurs, both directly and indirectly through job satisfaction. This means that a transformational leadership style and a positive organizational culture can increase members' job satisfaction, which ultimately impacts improving their performance. In other words, to improve the performance of police members, efforts are needed to enhance the transformational leadership of leaders and strengthen a positive organizational culture.

SUGGESTION

The results of this study provide important implications for the police, especially in efforts to improve member performance. Focusing on developing transformational leadership and strengthening a positive organizational culture is expected to increase member job satisfaction and ultimately improve the organization's overall performance.

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