Research Articles

The Influence of Leadership Roles and Work Culture on the Performance of Police Members in Providing Public Services to the Community at Mendoyo Police

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Abstract : The performance of police members of the Mendoyo Police is influenced by the existence of a good leadership role and a work culture that is in accordance with the environment in providing services to the community. Considering that there are still many cases or reports that have not been resolved, namely 14.20 % of cases, better performance from police members of the Mendoyo Police is needed. This study aims to determine and analyze the influence, both partially and simultaneously, between the role of leadership and work culture on the performance of police members in providing services to the community. This type of research uses a quantitative method that aims to find the causal influence of the independent variables, namely the role of leadership and work culture on the performance of police members in providing services to the community at the Mendoyo Police. The population in this study was 52 police members, and the method of determining the sample used the census method or saturated sample in which all populations were sampled, namely all members of the Mendoyo Police, totaling 52 people. The data analysis method used is multiple linear regression analysis with hypothesis testing using t-test and F-test. The results of the study indicate that the role of leadership and work culture have a partial and simultaneous effect on the performance of police members in providing services to the community at the Mendoyo Police. The variables of the role of leadership and work culture have an effect of 60.4 % on the performance of police members while the remaining 39.6% is influenced by other factors.

Keywords : Leadership Role, Work Culture, Performance

Introduction

The Police Agency is one of the spearheads in law enforcement and public services related to the security and stability of society, especially those involving public interests. The expectation of the wider community regarding the existence of the police agency is that the general public has the same legal standing in the eyes of the law. Therefore, the existence of the police agency is to provide services to the community which is the task of the police agency, namely as a protector, service, and guardian of the community. Given

the importance of the role of the police agency in the continuity of security in society, it is necessary for the police agency to provide better services to the community, especially related to security issues. The human resources owned by the police agency are the spearhead of the ability to provide better services to the community regardless of their social status.

Mendoyo Police is one part of the Police agency which in its activities is also the same as other police members to provide services to the community. Mendoyo Police, which is the spearhead of the police that is closest to the community and can be in direct contact with the surrounding community in its area, provides Police Record Certificate (SKCK) services to the community, the form of security implementation at every religious or community activity, and routine patrols carried out by these members cannot be separated from the performance of all police members at Mendoyo Police. In addition, the existence of reports from the community regarding criminal acts, both serious and minor, is also a reason for the need to improve the performance of Mendoyo Police members in resolving these cases through improving the performance of Mendoyo Police members. Wibowo (2017), states that performance can be viewed as a process or a result of work. Performance is a process of how work takes place to achieve work results. Based on initial observations at Mendoyo Police Station, there are several cases that have not been resolved or are still in process, which are criminal cases such as: theft, gambling, assault, embezzlement, fraud, and domestic violence. Given that there are still many cases or reports that have not been resolved, namely 14.20 % of cases, better performance is needed from the Mendoyo Police officers.

Many factors can affect the performance of the police members themselves, one of which is the leadership factor. According to Rivai (2018:3), leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in an organization leadership is a very important factor in determining the achievement of goals that have been set by the organization. Wibowo (2017: 279) Leadership can be interpreted as a person's ability to influence others, through communication both directly and indirectly with the intention of moving these people so that with full understanding, awareness and pleasure they are willing to follow the will of the leader. Leaders and leadership can provide direction to subordinates or members to plan, inform, make, and evaluate various decisions that must be implemented in the organization and what targets must be achieved within a certain period of time. In accordance with research conducted by Sutoro, et al, (2020), where the results of the study stated that employee performance at the Ministry of Youth and Sports was influenced by leadership, compensation, organizational culture, and satisfaction. Then in the context of individual work, employee performance is more influenced by leadership.

In addition to leadership, another thing that affects performance is work culture, this is in line with Kasmir's opinion (2019), stating that factors that affect performance, both work results and behavior, one of which is work culture. Work culture is the norms or habits that apply and are owned by an agency. These habits or norms regulate things that apply and are generally accepted and must be obeyed by all police members on duty at the Mendoyo Police. This compliance will be able to improve a person's performance,

and vice versa, it will decrease performance if the habits or norms in the agency are violated. Thus, work culture affects employee performance.

For this reason, the ability of a leader to give orders and also a good organizational work culture will foster better performance, so that the goals of the organization or agency, in this case the Mendoyo Police, can run well so that the hope of making the police agency, especially the Mendoyo Police, always close and serving the community can be realized. This is in accordance with research conducted by Syaharuddin, (2019), in which organizational culture and leadership style have a positive and significant influence on job satisfaction in improving employee performance. Research conducted by Jumady, et al, (2022), found that leadership has a positive and significant effect on the performance of employees of the South Sulawesi Provincial Library and Archives Service. Effendi & Azhar, (2021), with the results of their research found that leadership and work culture have a positive effect on improving employee performance. Yulianty, (2021), stated that leadership and organizational culture have a simultaneous influence on Employee Performance. Leadership has a significant influence on Employee Performance. Organizational Culture has a significant influence on Employee Performance. Leadership has a dominant influence on Employee Performance variables.

Different findings were obtained by Sihombing, et al, (2022), with research results stating that the Transportation Agency is still experiencing obstacles in efforts to improve public services in the fields of administration, utilities, and community. The position of the Head of the Agency that is not definitive reduces the authority to implement policies or work programs optimally, human resources that have not all followed the newly implemented work culture, and the placement of organizational structures that have not been implemented in supporting the latest work programs, work infrastructure that is not yet adequate in supporting the improvement of public services of the Karo Transportation Agency to the community in Karo Regency. Prasetyo, & Rekarti, (2023), with research results stating that leadership and work culture have an effect on job satisfaction, leadership style does not affect performance, work culture and job satisfaction have an effect on the performance of Bank Sulutgo employees. Indirectly, job satisfaction mediates the influence of leadership style and organizational culture on the performance of Bank Sulutgo employees.

From the description of previous studies that found different results or gaps between one study and another, the researcher is interested in researching the Influence of Leadership Roles and Work Culture on the Performance of Police Members in Providing Public Services to the Community at Mendoyo Police, Jembrana Resort Police. So the purpose of this study is to determine and analyze the influence of leadership roles and work culture both simultaneously and partially on the Performance of Police Members in providing public services to the community at Mendoyo Police.

Research methods

The approach used in this study uses a quantitative research type with an *ExPost Facto design* . According to Creswell (2019) quantitative research is a method for testing certain theories by examining the relationship between variables. Research with *an ex post facto design* is a study that uses an approach to the research subject. This approach proves

the causal relationship between the independent variables , namely the role of leadership (X1) , and work culture (X2) , as the dependent variable , namely the performance of police members (Y).

According to Sugiyono (2019) population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were all police officers on duty at the Mendoyo Police, totaling 52 people. Sugiyono (2019: 81) stated that the sample is part of the number and characteristics possessed by the population. From several sampling techniques, this study conducted a census study, namely the entire population was used as research subjects totaling 52 police officers on duty at the Mendoyo Police.

The data collection techniques used by researchers in this study used questionnaires, observations, interviews, and literature studies. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by providing a set of written questions or statements to respondents to answer. Researchers obtained data by directly sending questionnaires to police officers on duty at the Mendoyo Police. According to Sugiyono (2019), observation is a data collection technique that has specific characteristics when compared to other techniques. Observation is also not limited to people, but also other natural objects. Observation in this study is by conducting direct observations in the field to determine the actual conditions regarding the performance of police officers in providing services to the community at the Mendoyo Police, both in terms of leadership roles and views on the existing work culture. The interview chosen by the researcher was a *semi-structured interview* . According to Sugiyono (2019), this type of interview is included in the *in-depth interview category* , where semi-structured interviews are conducted by asking questions freely compared to structured interviews but still within the interview guidelines that have been made. The purpose of this interview is to find problems more openly, where the Respondents, namely members of the Mendoyo Police, are asked for opinions, ideas or breakthroughs in dealing with existing problems. The main respondents in this interview are members of the Police who serve at the Mendoyo Police, later the information obtained will show various results depending on the views of each member of the Police who serves at the Mendoyo Police. Literature Study is the collection of data or information carried out by reading and studying *literature* or sources related to the problem being studied. Library studies can be obtained from secondary data, namely *literature* , books, related to the object being studied and aim to find out theories that are related to the problem to be studied, especially those related to the role of leadership, work culture, and performance of police members.

Collection and measurement of independent variables and dependent variables of this study were conducted through a questionnaire using *the Likert Scale . Likert scale measurement* is an assessment scale that has a score range of 1 to 5. Each question item on the questionnaire has a variety of answers using alternative answers; Strongly Agree (SS), Agree (S), Quite Agree (CS), Less Agree (KS), and Disagree (TS). Sugiyono (2016 :104) revealed that in each item of the question instrument on the *Likert scale* generally consists of five answer categories, each of which has a gradation from very positive to negative.

Table 1 Likert Scale

No	Alternative Answer	Weight of Value
1.	Strongly Agree (SS)	5
2.	Agree (S)	4
3.	Quite Agree (C S)	3
4.	Disagree (K S)	2
5	Disagree (TS)	1

Source: Sugiyono, 2019

The indicators used to measure the three variables used include:

1. Leadership Role Variable. According to Kartono (2016), leadership role indicators consist of: analytical skills, communication skills, courage, listening skills, and assertiveness.

2. Work Culture Variables. According to Darojat (2015), work culture indicators include: habits, regulations, values, service, discipline, hard work, and integrity.

3. Performance   Variables . According to Robbins (2016) , performance variable indicators consist of: quality, quantity, timeliness, effectiveness, and independence.

In order to provide better data, the research instrument tests used are validity and reliability tests. Validity tests will provide real results regarding the ability of measuring instruments to measure what is to be measured. Research instruments are declared valid if they are able to express and provide a precise description of the variable data to be studied. Data is said to be valid if the correlation coefficient value is positive and shows a value of 0.30 or more (Ghozali, 2018). Reliability tests are used to test the reliability of data so that it can be determined to what extent the measured data can be trusted. Data can be declared reliable if the *Cronbach alpha value* is 0.60 or more (Ghozali, 2018).

Method used as a tool to measure or determine the influence of *independent variables* (leadership role and work culture) on *dependent variables* (performance) is multiple linear regression analysis. Where this multiple linear regression analysis is a regression model that can be relied on to measure several independent variables that can later affect the dependent variable (Ghozali, 2018). With the multiple linear regression analysis equation used: $Y = a + b_1 X_1 + b_2 X_2 + e$. Where Y is the performance variable of police members, a is a constant number, b_1 and b_2 are the regression coefficient values, X_1 is the leadership role variable, X_2 is the work culture variable, and e is the error in the i-th observation. To make it easier and the results obtained are also better and more precise, the data analysis uses the help of a computer application, namely *Statistical Package for Social Science (SPSS)* Version 22.0, where the results obtained provide answers to the formulation of research problems and research objectives that have been determined. Before conducting multiple linear regression analysis, a classical assumption test is carried out. The classical assumption test is a test that aims to ensure that the data obtained can be analyzed using the multiple linear regression analysis method , Ghozali (2018). The classical assumption test consists of Normality Test, Multicollinearity Test, Heteroscedasticity Test.

Hypothesis testing uses the t-test and F-test. According to Ghozali (2018), the partial test (t-test) is used to determine the effect of each *independent variable* on the *dependent variable*. The partial test in this research data uses a significance level of 0.05. According to Ghozali (2018), the joint influence test is used to determine whether the *independent variables* together or jointly affect the *dependent variable*. The F statistical test in this study uses a significance level or confidence level of 0.05. If in the study there is a significance level of less than 0.05 or the calculated F is stated to be greater than the F table, then all *independent variables* (leadership role and work culture) simultaneously have a significant effect on the *dependent variable* (police member performance).

Research Results and Discussion

Validity test is used to measure the validity of a questionnaire. An instrument or questionnaire is said to be valid if the questions on the instrument or questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2018). The results of the validity test are in the following table:

Table 2 Validity Test Results

Variables	Item	Correlation (r)	Probability (p)	Information
Leadership Role (X1)	$X_{1.1}$	0.584	0,000	Valid
	$X_{1.2}$	0.596	0,000	Valid
	$X_{1.3}$	0.678	0,000	Valid
	$X_{1.4}$	0.761	0,000	Valid
	$X_{1.5}$	0.600	0,000	Valid
Work Culture (X_2)	$X_{2.1}$	0.499	0,000	Valid
	$X_{2.2}$	0.577	0,000	Valid
	$X_{2.3}$	0.656	0,000	Valid
	$X_{2.4}$	0.467	0,000	Valid
	$X_{2.5}$	0.618	0,000	Valid
	$X_{2.6}$	0.485	0,000	Valid
	$X_{2.7}$	0.526	0,000	Valid
Performance (Y)	Y.1	0.684	0,000	Valid
	Y.2	0.649	0,000	Valid
	Y.3	0.803	0,000	Valid
	Y.4	0.607	0,000	Valid
	Y.5	0.744	0,000	Valid

Source: Data processed by researchers, 2025

Table 2 shows that the correlation coefficient value reflects the statements of all items regarding the variables of leadership roles, work culture, and police member performance with a correlation coefficient value (r) above 0.3 and significance below 0.05 so that the items from the tested variables are declared valid and can be tested further.

Reliability test is used to measure the consistency of the measurement results of the questionnaire in repeated use. Respondents' answers to questions are said to be reliable if each question is answered consistently or the answers should not be random. With the decision-making criteria as stated by Ghozali (2018), namely if *the Cronbach Alpha coefficient* > 0.60 then the question is declared reliable or a construct or variable is declared reliable. Conversely, if *the Cronbach Alpha coefficient* < 0.60 then the question is declared unreliable.

Table 3 Reliability Test Results

No	Variables	*Cronbach's Alpha*	Information
1	Leadership Role (X_1)	0.716	Reliable
2	Work Culture (X_2)	0.781	Reliable
3	Performance (Y)	0.836	Reliable

Source: Primary data processed by researchers, 2025

The results of the reliability test in table 3 show the *Cronbach alpha* values for the variables of leadership role (X_1), work culture (X_2), and performance (Y). police members with a value above 0.60, so that all variables are declared reliable and can be tested further.

To prove whether the multiple linear regression model used in this study has met the classical assumptions or not, an econometric evaluation will be carried out consisting of; normality test, multicollinearity test and data heteroscedasticity test.

Table 4 Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		52
Normal Parameters [a,b]	Mean	.0000001
	Std. Deviation	4.88738100
Most Extreme Differences	Absolute	.186
	Positive	.186
	Negative	-.161
Test Statistics		.486
Asymp. Sig. (2-tailed)		.832

a. *Test distribution is Normal.*

b. *Calculated from data.*

Source: Primary data processed by researchers, 2025

Based on table 4 using the *Kolmogorov-Smirnov Test model, the Asymp.Sig-(2-tailed)* value is 0.832 > 0.05, it can be concluded that the data is normally distributed.

Table 5 Multicollinearity Test Results

Variables	Collinearity Statistics		Information
	Tolerance	VIF	
Leadership Role	0.965	1,156	There is no multicollinearity
Work Culture	0.922	1,108	There is no multicollinearity

Source: Primary data processed by researchers, 2025

From table 5, it is stated that the *tolerance* value is around 1, and the VIF value is less than 10, so it can be concluded that all independent variables consisting of leadership and work culture do not show symptoms of multicollinearity.

Table 6 Heteroscedasticity Test Results

Variables	T	Sig	Information
Leadership Role	0.674	0.558	No Heteroscedasticity Occurs
Work Culture	0.543	0.482	No Heteroscedasticity Occurs

Source: Primary data processed by researchers, 2025

Based on table 6, it can be seen that the parameter coefficient of each independent variable is not statistically significant with an error rate (α) of 0.05 (5%), the significant value of all independent variables is above 0.05 . Thus, it can be concluded that all variables in this study do not show heteroscedasticity .

The statistical results of multiple linear regression analysis regarding the influence of leadership roles and work culture on the performance of police members in providing public services to the community at the Mendoyo Police can be seen in the following table:

Table 7 Results of Multiple Linear Regression Analysis Test

Model / Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3,862	2,899	-	-1,332	0.189
Leadership Role	0.804	0.117	0.652	6,889	0,000
Work Culture	0.285	0.103	0.262	2,769	0.008

a. *Dependent Variable* : Performance

Source: Primary data processed by researchers, 2025

From table 7 shows the existence of multiple linear regression equation: Y = -3.862 + 0.804 X 1 + 0.285 X 2. From the equation can be explained from the results of the analysis, among others:

1. bo = - 3.862 . This constant value shows that if there are no leadership role and work culture variables, the performance of police members is -3.862. In other words, the performance variable of police members will decrease by 3.862 before or without the leadership role and work culture variables (where X1 And X2 = 0).
2. b1 = 0.804 . The parameter value or regression coefficient b1 shows that for every leadership variable that increases by 1 time, the performance of police members will

increase by 0.804 times or in other words, for every increase in police member performance, a leadership role variable of 0.804 is needed, assuming that the other independent variables remain constant ($X2 = 0$).

3. b2 = 0.285. The parameter value or regression coefficient b2 shows that for every work culture variable that increases 1 time, the performance of police members will increase by 0.285 times or in other words, for every increase in police member performance, a work culture variable of 0.285 is needed, assuming the other independent variables remain constant ($X1 = 0$).

This analysis is used to determine the degree of closeness of the relationship between the role of leadership and work culture on the performance of members of the Mendoyo Police. Based on calculations using the help of the SPSS 2.2.0 computer program , the results of the multiple correlation analysis can be seen in the following table:

Table 8 Results of Multiple Correlation Analysis and Determination Tests

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.787 [a]	0.620	0.604	1.50783

a. *Predictors* : (*Constant*), Work Culture, Leadership Role

b. *Dependent Variable* : Performance

Source: Primary data processed by researchers, 2025

Based on table 8 , the multiple coefficient value is 0.620 . Multiple correlation is between 0.600 to 0.799 , which means that the relationship between the leadership role ($X1$) and work culture ($X2$) with the performance of police members of Mendoyo Police (Y) is high and positive, which means that increasing the leadership role and work culture will be followed by increasing the performance of police members and vice versa.

Based on table 8, the *Adjusted R Square* value is 0.604 or 60.4 %, meaning that the large variation/change in the performance of police members (Y) caused by the leadership role variables ($X1$) and work culture ($X2$) which contribute 60.4% to the performance of police members (Y) while the remaining 39.6% is caused by other variables not examined in this study, for example motivation, compensation, communication, physical and non-physical work environment, and others.

The t-test is used to determine the significance of the influence of the leadership role (X1) and work culture (X2) partially (individually) on the performance of police members of the Mendoyo Police (Y). The results of the t-test can be seen in the following table:

Table 9 t-Test Results

Coefficients [a]

Model / Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(*Constant*)	-3,862	2,899		-1,332	.189
Leadership Role	0.804	0.117	0.652	6,889	0,000

Work Culture	0.285	0.103	0.262	2,769	0.008

a. *Dependent Variable* : Performance

Source: Primary data processed by researchers, 2025

Based on table 9, the t-count value for the leadership variable is 6.889 with a significance level of 0.000. It can be seen that the t-count value> t-table value (6.889> 1.677) and the significance value is 0.000 <0.05. So Ho is rejected and Ha is accepted, and it is proven that the variable X1 (leadership) has a positive and significant effect on the performance of police members (Y), this means that the first hypothesis stating that the leadership variable (X1) has a positive and significant effect on the performance of police members at the Mendoyo Police can be accepted according to the research results. The results of this study are in line with the results of research conducted by Yulianty, (2021) where the findings of this study stated that the leadership role in the Malang City Police Criminal Investigation Unit is running well and is able to improve employee performance. Other findings that are in line were also put forward by Prasetyo et al, (2023), where the results of the study stated that leadership has a positive and insignificant effect on Employee Performance at Bank Sulutgo. Research conducted by Jumady et al, (2022), also stated that leadership has a positive and significant effect on the performance of employees of the South Sulawesi Provincial Library and Archives Service. From the findings of the current study with previous research which stated that there was an influence between leadership and performance, it provides an illustration that the role of leadership will affect the performance of police members in providing public services to the community at the Mendoyo Police.

To determine the partial influence of work culture variables on the performance of police members of the Mendoyo Police, from the results of the t-test in table 4.17 of 2.769 with a significance level of 0.008. It can be seen that the t-value> t-table value (2.769> 1.677) and the significance value of 0.008 <0.05. So Ho is rejected and Ha is accepted, and it is proven that the variable X2 (work culture) has a significant effect on the performance of police members (Y). This means that the second hypothesis stating that work culture (X2) has a positive and significant effect on the performance of police members (Y) at the Mendoyo Police can be accepted according to the results of the study. The results of the study show that work culture has an influence on the performance of police members in providing public services to the community at the Mendoyo Police. By building a positive work culture, the Mendoyo Police can improve the quality of its services and gain trust from the community. The findings of this study are in accordance with research conducted by Yulianty, (2021), where the organizational culture at the Malang City Police Criminal Investigation Unit has been running optimally and has been able to improve employee performance. Fatimah, & Frinaldi, (2020), with research results stating that there is a positive and significant influence of work culture on employee performance.

The F test (F-test) is used to test whether leadership (X1) and work culture (X2) have a positive and significant influence on the performance of police members (Y).

Table 10 F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	181,673	2	90,836	39,953	.000 b
Residual	111,404	49	2.274		
Total	293,077	51			

Source: Primary data processed by researchers, 2025

Based on table 10, it can be seen that the F-count value is 39.953 with a significance level of 0.000. So F-count> F-table (39.953> 3.19) with a significance value of 0.000 <0.05. This means that the variables of leadership roles ($X1_)$ and work culture ($X2_)$ have a positive and significant effect on the performance of police members (Y) at the Mendoyo Police, not by chance but based on statistical calculations, based on this, the third hypothesis can be accepted.

The results of the study stated that the role of leadership and work culture influenced the performance of police officers in providing public services to the community at the Mendoyo Police. This is in line with the findings of research conducted by Syaharuddin, (2019), in which organizational culture and leadership style have a positive and significant influence on job satisfaction in improving employee performance. Effendi & Azhar, (2021), with the results of their research found that leadership and work culture have a positive effect on improving employee performance. Yulianty, (2021), stated that the role of leadership and organizational culture at the Malang City Police Department was able to influence the performance of Malang City Police Criminal Investigation Unit employees. Prasetyo, & Rekarti, (2023), with the results of the study stated that leadership and work culture influenced job satisfaction. The performance of police officers in providing public services, especially at the Mendoyo Police Department level, is greatly influenced by two main factors, namely leadership and work culture. These two factors are interrelated and interact in a complex manner, forming a system that can improve or decrease the quality of services provided. Good police officer performance will have a positive impact on the quality of public services provided to the community. Employee performance according to Robbins (2016) employee performance is a result of work that has been done by an individual or group that contributes to helping the development and progress of the company. Wibowo (2017) performance can be viewed as a process or result of work. Performance is a process of how work takes place to achieve work results.

Conclusion and Suggestions

Based on the research results and discussions that have been described in the previous chapter , the conclusions that the author can convey in this research are as follows:

1. The role of leadership influences the performance of police members in providing public services to the community at the Mendoyo Police, where the research results show that the t-count value > t-table value (6.889 > 1.677) and the significant value is 0.000 < 0.05.

2. Work culture influences the performance of police members in providing public services to the community at Mendoyo Police. With the results of the study stating that the t-count value > t-table (2.769 > 1.677) and a significant value of 0.008 < 0.05 .

3. The role of leadership and work culture influences the performance of police members in providing public services to the community at Mendoyo Police. The results of the study state that the F-count value > F-table (39.953 > 3.19) with a significance value of 0.000 < 0.05.

From the research results and conclusions that have been described above, the suggestions that researchers can provide can later be used as considerations in making decisions, especially those related to policies in providing public services to the community, especially those related to leadership variables, work culture, and performance. The suggestions that researchers can provide are:

1. From the results of the study, it can be seen that the role of leadership and work culture has an influence of 60.4% on the performance of police members while the remaining 39.6% is influenced by other variables, this can be used as a reference for Mendoyo Police to explore and overcome other variables that contribute to performance. This effort will help in creating a better work environment and improving the quality of public services to the community.

2. The results of the study indicate that the role of leadership has a more dominant influence on the performance of police members in providing public services to the community at the Mendoyo Police. This should be used as a reference to improve the police work culture by creating a positive, inclusive, and performance-oriented work culture by involving all members in building strong organizational values.

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