

PERFORMANCE REVIEWED FROM COMPETENCE INTEGRITY TRAINING AND ORGANIZATIONAL CULTURE STUDY AT CANGKRINGAN POLICE SUB-DISTRICT, YOGYAKARTA

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ABSTRACT.

This study aims to examine the influence of training, integrity, competence, and organizational culture on the performance of police personnel at Polsek Cangkringan, both partially (each variable individually) and simultaneously (collectively). The research is conducted by considering the importance of improving police performance as an institution responsible for public service, protection, and law enforcement at the local level. This study employs a quantitative research design with a survey approach. The population consists of all police personnel at Polsek Cangkringan, totaling 37 individuals. The sampling technique used is saturated sampling (census). Data were collected through the distribution of questionnaires. The data analysis techniques include statistical analysis using multiple linear regression, F-test, t-test, and coefficient of determination. The results indicate that training, integrity, competence, and organizational culture each have a positive effect on performance, with competence emerging as the most dominant factor. Simultaneously, these four variables have a significant effect on personnel performance, indicating that performance improvement is influenced by various internal factors within the organization.

Keywords: *training, integrity, competence, organizational culture, police personnel performance.*

ABSTRACT

This study aims to determine the effect of training, integrity, competence, and organizational culture on the performance of police officers at the Cangkringan Police Station, both partially (each variable) and simultaneously (together). This study was conducted by considering the importance of improving police performance as executors of service, protection, and law enforcement duties at the regional level. The type of research used is quantitative research with a survey approach. The population in this study was all 37 members of the Cangkringan Police Station. The sampling technique used a saturated sampling technique (census). Data collection was carried out through the distribution of questionnaires. The data analysis techniques used were statistical analysis, namely using multiple linear regression, f-test, t-test, and coefficient of determination. The test results show that training, integrity, competence, and organizational culture each have a positive effect on performance, with competence as the most

dominant factor. Simultaneously, these four variables have a significant effect on personnel performance, which confirms that performance improvement is influenced by various internal factors within the organization.

Keywords: *Training, Integrity, Competence, Organizational Culture, Police Personnel Performance*

INTRODUCTION

The performance of Polri personnel plays a vital role in maintaining security and public order. As a law enforcement agency that interacts directly with social life, the performance of each Polri member reflects the quality of state service to citizens. The level of public trust in Polri is essentially determined by the extent to which personnel carry out their duties and responsibilities professionally, with discipline, and based on strong moral integrity. Therefore, improving personnel performance cannot be viewed merely as an administrative requirement, but rather as a strategic necessity in order to realize social justice, public order, and a sense of security within the community. In an effort to face the dynamics and complexity of the challenges of the times, Polri is currently implementing various improvement measures through a transformation program towards a Polri with predictive precision, responsibility, and transparency with justice. This transformation emphasizes the importance of strengthening the quality of human resources as a primary factor in determining organizational success. As explained by Mangkunegara (2016: 2), Human Resource Management (HRM) is the planning, organizing, coordinating, implementing, and supervising the procurement, development, remuneration, integration, maintenance, and separation of labor in order to achieve organizational goals. Human resource management can also be defined as the management and utilization of resources within an individual (employee). This management and utilization are optimally developed within the workplace to achieve organizational goals and individual employee development. Therefore, optimal performance will only be achieved if each personnel has an adequate level of competence, upholds the value of honesty in carrying out their duties, and works within an organizational environment with a positive culture and a focus on public service. In this regard, optimizing the performance of Polsek personnel is the primary focus, considering that Polsek is the frontline that interacts directly with the community in carrying out police functions. Syaflan et al., (2022:3) also stated that human resource management refers to the process of planning, developing, maintaining, and utilizing human resources appropriately to achieve individual and organizational goals effectively and efficiently. Therefore, strategic human resource management is an important foundation for Polri to improve the performance of its personnel to support the achievement of the organization's vision and mission.

In a regional context, the Cangkringan Police, which is under the ranks of the Sleman City Police and the Yogyakarta Special Region Police, plays a vanguard role in implementing police functions at the local level, which is largely responsible for maintaining public security and order. The Cangkringan area, located on the slopes of Mount Merapi, has a highly geographical and social character, with a heterogeneous population and economic activities that include agriculture, livestock, tourism, and socio-cultural activities. These conditions require every police officer to have a high level of adaptability and good responsiveness to social dynamics and field situations. Therefore, the performance of Cangkringan Police personnel is a strategic factor in creating security stability while strengthening the positive image of the National Police in the eyes of the public.

This research was conducted at the Cangkringan Police Station because the police station holds a strategic position as the vanguard in implementing police functions at the regional level, which directly affects the stability of security and public order. Cangkringan's jurisdiction has complex geographical characteristics, located on the slopes of Mount Merapi, including an eruption-prone area, and is inhabited by a heterogeneous community with diverse socio-economic activities, ranging from agriculture and tourism to cultural activities. These conditions create social dynamics that require police personnel to have high adaptability, consistent professionalism, and the ability to make quick and appropriate decisions in various situations, including facing potential natural disasters. Furthermore, there are variations in performance among personnel in the application of technical skills, discipline, communication, and public service. These differences indicate that the effectiveness of training, integrity, competence, and organizational culture still vary at the personnel level, thus requiring more in-depth study. However, empirical studies from previous studies have shown inconsistencies in the results (findings) regarding the influence of these factors on performance, which indicates a research gap. This gap encourages the need for further research to examine in depth whether training, integrity, competence, and organizational culture have a significant influence on personnel performance at the Cangkringan Police. With the phenomenon of problems and research gaps that have been explained, this research is important to be conducted to analyze "Performance Reviewed from Training, Integrity, Competence and Organizational Culture Study at the Cangkringan Police, Yogyakarta".

RESEARCH METHODS

This study uses a quantitative approach. The author chose to use a quantitative descriptive method to determine the magnitude of the influence and significance between the variables of Training, Integrity, Competence, and Organizational Culture on the performance of Cangkringan Police personnel. This research was conducted at the Cangkringan Police located at Jl. Cangkringan, Panggung Hamlet, Argomulyo Village, Cangkringan District, Sleman Regency, Special Region of Yogyakarta. The research period was carried out for 6 months (June 2025 - November 2025). The population in this study were personnel serving at the Cangkringan Police, totaling 37 people. The sample taken in this study was 37 people. This study used a census technique, namely a method of determining samples by involving all members of the population as research respondents. The type of data in the study is data on respondents' perceptions regarding training, integrity, competence and organizational culture. The data will be quantified using a five-point Likert scale. The variables used in this study consist of 2 variables, namely the dependent variable (Y) and the independent variable (X). The dependent variable is the performance of Cangkringan Police personnel (Y) while the independent variables consist of training (X1), integrity (X2), competence (X3), and organizational culture (X4). In this study, the data collection techniques used included observation, questionnaires, documentation, and literature review. After the data was collected, analysis was conducted using multiple linear regression analysis tools using SPSS 25 software. The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e \quad (\text{Ghozali, 2018})$$

Information :

Y	Personnel Performance Variables
X1	: Training Variables
X2	: Integrity Variable
X3	: Competency Variable
X4	: Organizational Culture Variables
a	: constant
b1, b2, b3, b4	: correlation coefficient
e	:error termnuisance error

RESULTS AND DISCUSSION

Table. 1 Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,500	0.750		2,000	.042
	X1	.355	.142	.128	2,500	.017
	X2	.250	.106	.094	2,358	.024
	X3	.917	.132	.828	6,945	.000
	X4	.084	.108	.107	2,315	.012

a. Dependent Variable: Y

Source: Primary Data processed 2025

Based on the results of the multiple linear regression analysis as presented in the table above, a regression equation was obtained that describes the relationship between the independent variables and the dependent variables in this study, namely:

$$Y = 1.500 + 0.355 X1 + 0.250 X2 + 0.917 X3 + 0.084 X4$$

Information :

- The regression equation shows that performance (Y) is influenced by training (X1), integrity (X2), competence (X3), and organizational culture (X4). A constant value of 1.500 indicates that if all independent variables are held constant or unchanged, performance will be at a baseline value of 1.500. This constant reflects the minimum level of performance that remains even without any contribution from the independent variables studied.
- The training variable (X1) regression coefficient is 0.355 and is positive, indicating that training has a direct relationship with performance. This means that every one-unit increase in the training variable will be followed by a 0.355 increase in performance, assuming other variables remain constant. This finding indicates that improved training implementation significantly contributes to improved performance.
- The integrity variable (X2) has a regression coefficient of 0.250 and is also positive. This indicates that increasing integrity will drive a 0.250 unit increase in performance, assuming the other variables remain unchanged. This positive relationship indicates that integrity, reflected in honesty, responsibility, and consistency in carrying out tasks, plays a crucial role in supporting optimal performance.
- The competency variable (X3) has the largest regression coefficient, at 0.917. This value indicates that competency provides the most dominant contribution to performance compared to other independent variables. Each one-unit increase in competency will increase performance by 0.917, assuming other variables remain constant. This finding confirms that an individual's knowledge, skills, and abilities in carrying out tasks are the primary factors determining performance levels.
- The organizational culture variable (X4) has a positive regression coefficient of 0.084. This indicates that a conducive organizational culture contributes to improved performance, albeit with a relatively smaller effect compared to other variables. Each one-unit increase in

organizational culture will increase performance by 0.084, assuming other variables remain constant.

Hypothesis Testing

Model Feasibility Test Results (F Test)

Table 2. Model Feasibility Test (F Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142,426	4	35,607	61,976	.000b
	Residual	18,385	32	.575		
	Total	160,811	36			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X3, X1, X2

Source: Primary Data processed 2025

Based on the results of the model feasibility test (F test) in the table above, the calculated F value was 61.976 with a significance level of 0.000. This significance value is smaller than the specified significance limit, which is 0.05, so the regression model used in this study is declared fit for further analysis.

Partial Test Results (t-Test)

Partial influence testing is carried out by comparing the calculated t value with the t table at a significance level of 5 percent and paying attention to the significance value of each variable, as follows:

- 1) The test results show that the training variable (X1) has a calculated t value of 2.500, which is greater than the t table value of 2.028, with a significance value of 0.017, which is smaller than 0.05. This finding indicates that training has a positive and significant effect on performance. This means that the better the implementation of the training received by members, the resulting performance tends to increase. A positive regression coefficient indicates that training makes a real contribution in supporting performance improvement (Y).
- 2) The integrity variable (X2) also shows a significant influence on performance. This is indicated by the calculated t value of 2.358, which is greater than the t table value of 2.028, with a significance value of 0.024, which is smaller than 0.05. These results indicate that integrity plays an important role in shaping performance, where behavior that upholds honesty, responsibility, and consistency in carrying out tasks contributes positively to improving performance (Y).
- 3) The competency variable (X3) has the strongest influence on performance compared to other independent variables. This is reflected in the calculated t value of 6.945 with a significance level of 0.000, which is less than 0.05. This value far exceeds the t table limit and indicates a very high level of significance. The large regression coefficient and beta value indicate that competency, which includes an individual's knowledge, skills, and abilities in carrying out tasks, is the dominant factor influencing performance (Y).
- 4) The organizational culture variable (X4) was also proven to have a positive and significant effect on performance. The calculated t-value of 2.315 is greater than the t-table value of 2.028, with a significance value of 0.012 which is smaller than 0.05. This finding indicates that the values,

norms, and work habits developed within the organization play a role in encouraging the creation of better performance (Y). A conducive organizational culture can shape work behavior that is aligned with organizational goals.

Coefficient of Determination Test(R^2)

Table 3. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.941a	.886	.871	.758
a. Predictors: (Constant), X4, X3, X1, X2				

Source: Primary Data processed 2025

Based on the results of the regression analysis presented in the table above Model Summary, it is known that the Adjusted R Square value is 0.871. This value indicates that the variation in the dependent variable, namely performance, can be explained by the independent variables consisting of training (X1), integrity (X2), competence (X3), and organizational culture (X4) by 87.1%. Meanwhile, the R Square value of 0.886 indicates that the overall relationship between the independent variables and the dependent variable is at a high level. The Adjusted R Square value is used as a basis for interpretation because it has adjusted the number of independent variables entered into the model, thus providing a more accurate picture of the real contribution of the independent variables to the dependent variable. The remaining value of 12.9 percent is explained by other variables outside this research model that were not examined, such as leadership factors, reward systems, workload, and work environment conditions.

Discussion of Research Results

1. The Impact of Training on the Performance of Cangkringan Police Personnel

Based on the results of data analysis, it was found that the results of the study indicate that training has a positive and significant effect on personnel performance. This is evidenced by the calculated t value which is greater than the t table ($2.500 > 2.028$) and a significance value smaller than 0.05. Thus, the first hypothesis (H1) which states that training has a positive effect on personnel performance is declared accepted. These results indicate that the training program that has been implemented by the police is running well and is appropriate in the implementation of task implementation. Statistically, the test results also show that training has an important role in improving personnel performance, both in terms of knowledge, skills, and work attitudes in carrying out tasks. This indicates that the better the implementation of the training received, the more optimal the performance produced by personnel.

The results of this study are also consistent with various previous studies that concluded that training has a positive and significant effect on performance (Syaflan et al., 2022); Libani et al.,

(2022); and Sunarto (2023), which showed that training has a positive and significant effect on employee performance. These studies confirm that systematically designed and sustainable training can increase productivity, work quality, and discipline. Thus, training serves not only as an organizational formality but also as a strategic instrument in improving human resource performance.

Furthermore, based on the weighted analysis of respondents' responses, the training indicators with the highest scores indicate that personnel feel the training provided has improved their technical understanding and job skills needed to perform daily tasks. This indicates that the training has had a tangible impact on improving work capabilities. Meanwhile, the indicators with the lowest scores indicate that aspects of the training still need improvement, such as training intensity or the relevance of the material to task and technological developments.

2. **The Influence of Integrity on Cangkringan Police Personnel Training**

The results of the study indicate that integrity has a positive and significant effect on personnel performance. This is evidenced by the calculated t value which is greater than the t table ($2.315 > 2.028$) and a significance value smaller than 0.05. Thus, the fourth hypothesis can be accepted. This finding indicates that integrity, which is reflected through honesty, responsibility, and consistency between words and actions, has an important role in improving personnel performance. Personnel with high integrity tend to work according to the rules, maintain professionalism, and avoid deviations in carrying out tasks. The results of the study indicate that integrity has a positive and significant effect on personnel performance. Thus, the hypothesis stating that integrity (X_2) affects performance (Y) can be accepted. Statistically, the test results prove that integrity is one of the important factors that determine the high and low performance of personnel in carrying out tasks. Personnel with high integrity tend to demonstrate discipline, responsibility, and consistency between values, words, and actions in work.

Theoretically, the results of this study align with the view of Susilo et al. (2015) that integrity is an important character factor for professional recognition, namely quality. Integrity reflects the alignment between moral values and work behavior, which ultimately has a direct impact on performance quality. Personnel with high integrity will be more committed to their duties, avoid violations, and maintain the trust of the organization and the community.

The findings of this study also support previous research, which concluded that integrity has a positive and significant influence on performance by Manoppo et al. (2021); Pangkerego et al. (2023); Ramadhanti & Ramadhayanti (2024). Various previous studies have shown that integrity plays a role in shaping consistent, trustworthy, and results-oriented work behavior. With strong integrity, an organization will more easily achieve its goals because each employee works according to established standards and values.

3. **The Influence of Competence on the Performance of Cangkringan Police Personnel**

The results of statistical testing indicate that competence has a positive and significant effect on personnel performance. This is evidenced by the calculated t value which is greater than the t table ($2.358 > 2.028$) and a significance value smaller than 0.05. Thus, the hypothesis stating that competence influences personnel performance is declared accepted. This finding indicates that the level of competence possessed by personnel plays an important role in determining the

quality of performance. Statistically, this finding proves that the level of competence possessed by personnel plays an important role in determining the quality and effectiveness of task implementation. Personnel who have good competence tend to be able to complete work accurately, professionally, and in accordance with established standards.

Theoretically, the results of this study align with Wibowo's (2007:324) opinion, which states that competence is the ability to carry out or perform a job based on skills and knowledge, supported by the work attitudes required by the job. Competence encompasses not only knowledge and skills, but also work attitudes and an individual's ability to deal with various work situations. Therefore, the higher the competence possessed by personnel, the higher the resulting performance.

The findings of this study are also consistent with previous research, which concluded that competence has a positive and significant effect on performance. Previous research by Huzaemah (2020); Sari & Utama (2023); Nurunnisa & Rani (2024); and Sutaguna et al., (2023), showed that competence has a positive and significant effect on employee performance. Various previous studies have shown that competent personnel adapt more quickly, are able to make the right decisions, and can carry out tasks with a lower error rate. This strengthens the argument that competence is a key factor in improving organizational performance.

4. **The Influence of Organizational Culture on the Performance of Cangkringan Police Personnel**

Based on the partial test results, organizational culture has been shown to have a positive and significant effect on personnel performance. This is indicated by the calculated t-value, which is much greater than the t-table ($6.945 > 2.028$) with a significance value of less than 0.05. Thus, the third hypothesis is accepted. Statistically, these findings prove that the values, norms, and work habits that apply within the organization play a significant role in shaping personnel work behavior and determining the resulting level of performance.

Theoretically, the results of this study are in line with Robbins' (2013) opinion, organizational culture can be understood as a system of values, beliefs, and norms held collectively by members of an organization, which serves as a shared identity and differentiates one organization from another. From the previous opinion, in line with Luthans' (2006) opinion, organizational culture is a set of norms and values that play a role in directing and controlling the behavior of its members. This is caused by the differences in personality of each individual in the organization that makes them unique from one another. A strong organizational culture will create a common perception and behavior among members of the organization, thereby facilitating work coordination and increasing performance effectiveness.

The findings of this study are also consistent with previous research by Daeli et al. (2024); Yanuarso (2021); Hendra (2020); and Widayanto et al. (2022), which showed that organizational culture has a positive and significant effect on employee performance. Previous studies have shown that organizations with a strong and positive work culture tend to have higher levels of performance because employees feel they share the same values, goals, and commitment to the organization.

CONCLUSION AND SUGGESTIONS

Based on the results of research and analysis conducted on the performance of Cangkringan Police personnel, reviewed from the perspective of training, integrity, competence, and organizational culture, several findings have been produced that describe the objective conditions of the organization and the factors that contribute to improved performance. The following conclusions can be drawn: Training has been proven to have a significant influence on performance. The training programs provided so far have been able to improve personnel's understanding of operational procedures, technical skills, and readiness to face situations that require a rapid response. This indicates that the quality of relevant, planned, and sustainable training is a strategic instrument in supporting the achievement of optimal performance at the police sector level. Integrity has also been proven to contribute strongly to improving personnel performance. Integrity, reflected through honesty, compliance with regulations, and a willingness to carry out duties in accordance with professional ethics, plays a vital role in maintaining public trust. In the context of the Cangkringan Police, personnel who maintain high integrity are able to provide more consistent services, reduce the potential for violations, and improve the institutional image. Competence plays a significant role in strengthening the quality of performance. Personnel with adequate technical and non-technical competence are able to work more effectively, understand the characteristics of the Cangkringan area which has geographical and social complexity, and are able to adapt to the needs of public services. These findings confirm that improving competency through capacity building is essential to support operational tasks and public services. Organizational culture has been shown to influence performance. A

disciplined work culture, open communication, and solidarity among personnel create a conducive work environment and support effective task execution. In the implementation of police functions that require precise coordination, a strong organizational culture has been shown to strengthen work stability and improve service quality.

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