



# Organizational Commitment, Competence, Motivation, and Work Culture on Job Satisfaction and Performance of the Kampar Police BHABINKAMTIBMAS

Andi Wardana<sup>a</sup>, Rizaldi Putra<sup>b\*</sup>, Harry Patuan Panjaitan<sup>b</sup>

<sup>a</sup>Bhayangkara Supervisor of Community Security and Order in the Tapung Police, Riau, Indonesia

<sup>b</sup>Business Faculty, Institut Bisnis dan Teknologi Pelita Indonesia, Riau, Indonesia

## Article History

Received

27 November 2021

Received in revised form

18 December 2021

Accepted

8 January 2022

Published Online

29 January 2022

\*Corresponding author  
[rizaldi.putra@lecturer.pelitaindonesia.ac.id](mailto:rizaldi.putra@lecturer.pelitaindonesia.ac.id)

## Abstract

The purpose of this study was to determine the effect of organizational commitment, competence, motivation, and work culture on job satisfaction and performance of Bhabinkantibmas Polres employees in Kampar Regency. The method used in collecting data in this study was a questionnaire. The population in this study were all employees of the Bhabinkantibmas Polres Kampar totaling 120 members of the Bhabinkantibmas. While the sample of this study was 120 respondents where using the census method. The data analysis technique in this study uses descriptive analysis and Equation Model Structure analysis (SEM) with the help of SmartPLS 3.0 software. The results showed that organizational commitment and competence were significantly positive on job satisfaction. Motivation is significantly positive on Job Satisfaction. Work culture is not significant to job satisfaction, organizational commitment is not significant to employee performance. Competence is significantly negative on employee performance. Motivation is not significant to employee performance. Work culture and job satisfaction are not significant to employee performance at Bhabinkantibmas Polres in Kampar Regency.

**Keywords:** Organizational Commitment, Competence, Motivation, Work Culture, Job Satisfaction, Performance

## 1.0 INTRODUCTION

Organizational performance is a function of the results of work or activities within the organization which are influenced by internal and external factors. As the main asset, the productivity of human resources (HR) within the company must be increased by creating working conditions and environment that can encourage employees to increase their competencies, abilities and skills optimally, increase commitment to the company and be able to develop their careers so that they are more advanced. The Indonesian National Police or what is often abbreviated as Polri in relation to the Government is one of the functions of the state government in the field of maintaining public order and security, law enforcement, protection, protection and service to the community, which aims to realize internal security which includes maintaining security and public order, order and law enforcement, the implementation of protection, protection and service to the community, as well as fostering public peace by upholding human rights. In order to create synergy between Polri and society, education and the community, Polri began implementing the "Polmas" program in 2005, with the issuance of Chief of Police Decree No. Pol: Skep / 737 / X / 2005 dated 13 October 2005 concerning policies and strategies for implementing the community policing model in carrying out Polri's duties. The decree is accompanied by the Chief of Police Regulation No. 7 of 2008 concerning Basic Guidelines for Strategy and Implementation of Community Policing, and updated again with the Chief of Police Regulation No. 3 of 2015 concerning Community Policing. On the basis of the considerations described above, it is deemed necessary to adopt the concept of community policing, or commonly abbreviated as "Polmas". Before the concept of Community Policing was launched, especially in developed countries, the implementation of Police duties, both in maintaining security and order and law enforcement, was carried out conventionally. The police see themselves solely as the holder of authority and the police institution is seen solely as a tool of the State so that approaches to power and even repressive actions often color the implementation of the duties and authority of the police. Observations made by the author found that the Bhabinkantibmas Polres Kampar still had several problems in achieving performance (Renaldo et al., 2021), namely the community hoped that the police would be responsive in solving Kamtibmas problems, as well as the completeness of handling problems that occurred in the community. The problems that arise certainly make the performance of the Kampar

Police Bhabinkamtibmas less than optimal, considering that there are still cases of Kamtibmas disturbances in the jurisdiction of the Kampar Police as below:

**Table 1. Performance of Kantibmas Kampar Police**

No	Description	Year		Trend
		2019	2020	
1	Prevent criminal acts and disruption of Kamtibmas	32	55	Increase 23
2	Number of crimes	53	29	Decreasing 24
3	Number of accidents then	28	14	Decreasing 11
4	Natural disasters	1	0	Decreasing 1
5	Reported crime	78	86	Increase 8
6	Resolved crime	36	21	Decreasing 15

Source: Kampar Police, 2021

Based on the data above, it can be observed that the performance of the Kampar Regional Police Bhabinkamtibmas is still not optimal. The performance of Bhabinkamtibmas Polres Kampar is also determined by the level of motivation of Bhabinkamtibmas Polres Kampar. The high or low level of motivation is generally driven by the income factor or the provision of the Kampar Police Bhabinkamtibmas salary. The following is data regarding the salaries of the Kampar Regional Police Bhabinkamtibmas.

From the table above, it can be seen that several indicators of the evaluation of the performance of the Kampar Police bhabinkamtibmas have decreased, resulting in an increase in cases that should be the task of the Kampar Police bhabinkamtibmas, which can be seen as follows:

**Table 2. Police Activities to Prevent Actions and Number of Crimes from the Kampar Police**

No	Description	Year		Trend
		2018	2019	
1	Prevent criminal acts and disruption of Kamtibmas	32	55	Increase 23
2	Number of crimes	53	29	Decreasing 24
3	Number of accidents then	28	14	Decreasing 11
4	Natural disasters	1	0	Decreasing 1
5	Reported crime	78	86	Increase 8
6	Resolved crime	36	21	Decreasing 15

Source: Kampar Police, 2021

Based on the data above, it can be observed that the performance of the Kampar Regional Police Bhabinkamtibmas is still not optimal. The performance of Bhabinkamtibmas Polres Kampar is also determined by the level of motivation of Bhabinkamtibmas Polres Kampar. The high or low level of motivation is generally driven by the income factor or the provision of the Kampar Police Bhabinkamtibmas salary. The following is data regarding the salaries of the Kampar Regional Police Bhabinkamtibmas.

**Table 3. Salary Data and Incentives for Bhabinkamtibmas Kampar Police**

No	Income Classification	Unit obtained (Rp)	Acceptance term
1	Basic salary	3.100.000	Per month
2	Benefits incentives	1.365.000	Per month
3	Operational bonuses	700.000	Per month
4	ULP	2.300.000	-
5	Health insurance	BPJS	-
6	Life insurance	ASABRI	-

Source: Kampar Police, 2021

Based on the data above, it can be observed that both salaries and incentives are disproportionately disproportionate for daily and monthly accommodation for Bhabinkamtibmas Kampar Police. The disproportionate salary and incentive conditions led to low motivation from the Kampar Regional Police Bhabinkamtibmas. Based on the observations made, it was found that not all of the benefits received became the usage rights of the Kampar Police Bhabinkamtibmas, because some of the bonus funds and incentives received were used for field assignments. The performance of Bhabinkamtibmas Polres Kampar is also determined by the competency level of Bhabinkamtibmas Polres Kampar. Competency-based human resources can increase capacity and build foundations because if people working in an organization have the right competencies in accordance with the demands of their work, then they will be capable both in terms of knowledge, skills and mental and

productive character. With strong values, they will always be ready to face changes in accordance with the demands of the organization without losing their identity. Competence is simply a characteristic that the best employees possess to help them be successful. The current understanding of commitment (Mairia, Komardi, & Panjaitan, 2021) is no longer merely in the form of an employee's willingness to stay in the organization for a long time. However, more important than that they want to give the best to the organization, even willing to do something beyond the limits required by the organization. The phenomenon that often appears today is the lack of achievement of organizational effectiveness due to high employee turnover rates in organizations, as well as high absenteeism rates which indicate a low level of organizational commitment possessed by employees. High organizational commitment results in work performance, low levels of absenteeism, and low levels of employee turnover. Based on this explanation, the following is data regarding the absence of Bhabinkamtibnas Kampar Police:

**Table 4. Absenteeism Data for Bhabinkamtibnas Kampar Police**

Year	Number of Bhabinkamtibnas	Number of Working Days/ Year	Number of Births/ Year	Alpha	Come Late	Hurry Home
2015	55	235	12.925	511	358	264
2016	56	235	13.160	392	284	263
2017	56	235	13.160	546	229	324
2018	55	235	12.925	355	198	183
2019	58	235	13.630	398	229	234

Source: Kampar Regional Police Bhabinkamtibnas for Assisted Villagers, 2020

Based on the table above, it can be seen that the absence rate for Bhabinkamtibnas Kampar Police from 2015-2019 has fluctuated, namely in 2017 was the highest absentee level, namely 546 and in 2018 was the lowest absentee rate, namely 355. Furthermore, when compared from 2015-2019 the rate of late entry and the rate of early return also fluctuated. Based on the description above, the authors are interested in conducting research by raising the following title: "The Influence of Commitment, Competence, Motivation, Work Culture on Job Satisfaction and Performance of Bhabinkamtibnas Kampar Police." on job satisfaction of Bhabinkamtibnas Polres Kampar (2) To test and analyze competence influencing job satisfaction Bhabinkamtibnas Polres Kampar (3) To test and analyze motivation effect on job satisfaction Bhabinkamtibnas Polres Kampar (4) To test and analyze work culture effect on job satisfaction Bhabinkamtibnas Polres Kampar (5) To test and analyze organizational commitment that influences the performance of Bhabinkamtibnas Polres Kampar (6) To test and analyze competencies that influence the performance of Bhabinkamtibnas Polres Kampar (7) To test and analyze motivation that influences the performance of Bhabinkamtibnas Polres Kampar (8) To test and analyze work culture influences the performance of Bhabinkamtibnas Polres Kampar (9) To test and analyze job satisfaction on performance affects the performance of Bhabinkamtibnas Polres Kampar.

## 2.0 LITERATURE REVIEW

### Human Resource Management

Human resource management is a procedure for managing human beings in an organization so that they can play an effective and efficient role. Management consists of six (6M) elements, namely: Men, Monet Method, Materials, Machines, and Market. The human element (Men) developed into a field of management science called human resource management. The following is the opinion of experts on the notion of human resource development. Hasibuan (2014) that human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of corporate, employee and community goals. Meanwhile, Armstrong (2009) states that human resource management is related to all aspects of how people work and are managed in organizations, including human resource planning, performance management, learning and human resource development.

### Organizational Commitment

According to Moorhead and Griffin (2015) organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his or her organization. An individual who has a high commitment will likely see himself as a true member of the organization. The Organizational Commitment Indicators used in this study are according to Meyer & Allen; (2002) (Jaros, 2007) there are 5 (five) indicators to measure organizational commitment, namely Affective Commitment, Continuance Commitment, Normative Commitment, Indebted Obligation and Moral imperative Competence

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Wibowo (2016, p.271). According to Zainal, Veithzal Rivai, et al (2015). defines competence as a fundamental characteristic possessed by someone who has a direct effect on, or can describe, excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results, than what average performers do. The competency indicators used

in this study according to Ruky in Fadillah, et al (2017), namely: (1) Personal character (traits) Personal character is a physical characteristic and a reaction or response that is carried out consistently to a situation or information (Chandra, Renaldo, & Putra, 2018). (2) Self-concept Self-concept is a set of attitudes, value systems or self-image that a person has. (3) Knowledge Knowledge is information that a person has on a certain specific area. (4) Skills Skills are the ability to do a series of certain physical or mental tasks. (5) Work motivation (motives) A motive is something that is consistently thought of or desired by someone, which in turn will direct, guide, and choose a certain behavior towards a number of actions or goals.

### **Motivation**

Work motivation (Putra & Renaldo, 2020) comes from the Latin word *Movore* which means encouragement or movement, there are several theories of motivation presented by some experts. According to Rivai (2011) states that work motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. According to Edwin B Flippo in Malayu S.P Hasibuan's book (2013), motivation is a skill, in directing employees and organizations to want to work successfully, so that the desires of employees and organizations are simultaneously achieved. As for the indicators used in this study to measure work motivation (Sukmawaty, Sudarno, & Putra, 2021) as stated in Maslow's Hierarchy of Needs theory (1979), the preparation of this theory hypothesizes that in every human being there are five levels of needs which are indicators, namely: (1) Physiological needs, (2) The need for security, (3) Social needs, (4) The need for appreciation and (5) The need for self-actualization.

### **Work Culture**

According to Trice and Bayer in Fachreza, Said Musnadi, and M. Shabri Abd Majid (2018), organizational culture is apparently increasingly developing in line with the increasing climate dynamics within the organization. Thus the concept of organizational culture was developed in various versions considering that the term culture was borrowed from the disciplines of anthropology and sociology, in accordance with the meaning of culture which contains national connotations, added that the implications are so broad that various points of view can be seen. However, in the adaptation process, most argue that the core of culture is a shared value system. The indicators in the study to measure work culture as presented by Robbins and Judge (2012) provide seven characteristics of organizational culture as follows: (1) Innovation and Risk Taking, (2) Attention to Details (Attention To Detail), (3) Oriented to Results (Outcome Orientation), (4) Oriented to People (People Orientation), (5) Oriented to Groups (Team Orientation) (6) Aggressiveness and (7) Stability)

### **Job satisfaction**

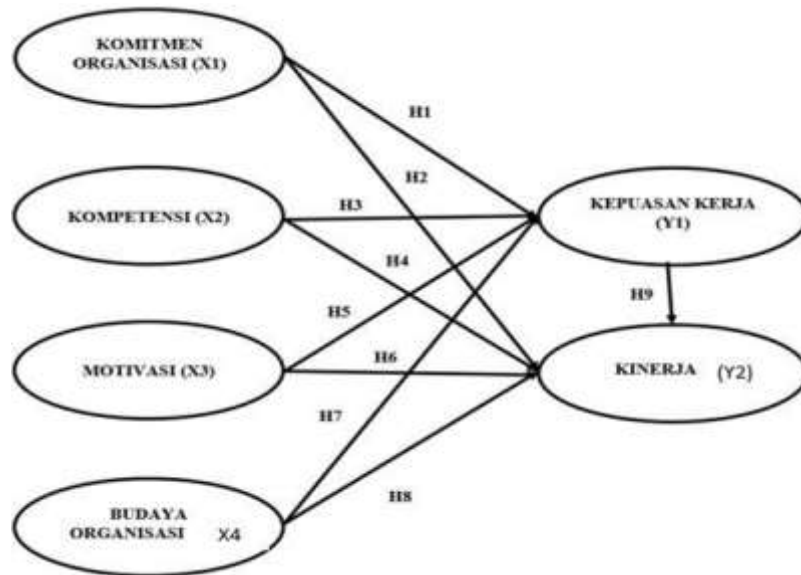
According to Afandi (2018) Job satisfaction is a positive attitude of the workforce including feelings and behavior towards work through evaluating one job as a sense of respect in achieving one of the important values of work. The indicators that measure job satisfaction in Robbins & Judge's theory (2013) are (1) Work It Self, (2) Pay, (3) Promotion, (4) Supervision and (5) Co-Workers

### **Performance**

According to Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. Meanwhile, according to Wibowo (2010) Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How an organization values and treats its human resources will influence its attitude and behavior in carrying out performance. There are several theories that measure performance in this study, namely as deep Luthans (2011) namely (1) Quality of work, (2) Quantity of work, (3) Understanding of work and (4) Cooperation.

### **Framework**

The research framework describes the relationship of the independent variables, in this case Organizational Commitment (X1). Competence (X2), Motivation (X3), and Work Culture (X4) on the dependent variable, namely Job Satisfaction (Y1) and Performance (Y2).



Source: *Developed Research Journal*, 2021

Figure 1. Thinking Framework

### Research Hypothesis

From this framework, the alternative hypotheses proposed in this study are as follows (1) Commitment Has a Positive and Significant Influence on Job Satisfaction Bhabinkamtibmas Polres Kampar (2) Competence Has a Positive and Significant Influence on Job Satisfaction Bhabinkamtibmas Polres Kampar. (3) Motivation Has a Positive and Significant Influence on Job Satisfaction with Bhabinkamtibmas Polres Kampar. (4) Work Culture Has a Positive and Significant Influence on the Job Satisfaction of Bhabinkamtibmas Kampar Police. (5) Organizational Commitment Has a Positive and Significant Influence on the Performance of the Kampar Regional Police Bhabinkamtibmas. (6) Competence Has a Positive and Significant Influence on the Performance of the Kampar Regional Police Bhabinkamtibmas. (7) Motivation Has a Positive and Significant Influence on the Performance of the Kampar Regional Police Bhabinkamtibmas. (8) Work Culture Has a Positive and Significant Influence on the Performance of the Kampar Police Bhabinkamtibmas. (9) Job Satisfaction Has a Positive and Significant Influence on the Performance of Bhabinkamtibmas Kampar Police.

## 3.0 METHODOLOGY

### Place and time of research

This research was conducted at all Bhabinkamtibnas Kampar Police which are located at Jl. Professor Moh. Yamin SH, Langgini, Bangkinang Kota District, Kampar Regency, Riau 28412. The research was conducted from April 2021 to September 2021.

### Population and Sample

The population taken from this study were the Kampar Police Bhabinkamtibnas with a total of 120 employees from the Kampar Regional Police Bhabinkamtibnas while the sampling technique uses saturated samples. Where the entire population of the Kampar Police Bhabinkamtibnas, a total of 120 respondents, was used as a sample

### Variable Operational Definitions

Table 5. Variable Operational Definition

No	Variable	Indicator	Scale
1	Performance (Y2)	1. Quality of work 2. Quantity of work output 3. Understanding of work 4. Cooperation Luthans (2011), (Setiawan, Junaedi, & Chandra, 2021)	Interval
2	Job satisfaction (Y1)	1. Work It Yourself 2. Pay 3. Promotions	Interval

No	Variable	Indicator	Scale
		4. Supervision 5. Co-Workers Robbins & Judges (2013)	
3	Competency (X1)	1. Personal character (Traits) 2. Self-Concept 3. Knowledge 4. Skills 5. Motivation for work (Motives) Ruky in Fadillah, et al (2017)	Interval
4	Organizational Commitment (X2)	1. Affective Commitment 2. Continuance Commitments 3. Normative Commitments 4. Indebted Obligations 5. Moral imperatives (Meyer & Allen; 2002), (Jaros, 2007), (Ramadona, Putra, & Komardi, 2021)	Interval
5	Motivation (X3)	1. Physiology 2. Sense of Security 3. Social 4. Award 5. Self-Actualization Maslow (1943-1970), (Irawati, Sudarno, & Komardi, 2019)	Interval
6	Organizational Culture (X4)	1. Innovation and Courage 2. Attention to Detail 3. Result Oriented 4. People Oriented 5. Group Oriented 6. Aggressiveness 7. Stability Robins (2006)	Interval

Source: Processed Data, 2021

### Data Analysis Techniques Descriptive Analysis

Methods of data analysis using descriptive analysis with a discussion of the characteristics of the respondents associated with the responses of respondents. (1) Analysis of Respondent Characteristics. Analysis of the characteristics of the respondents consisted of the age of the respondent, the gender of the respondent, the respondent's position, the respondent's certification. The analysis to be carried out is in the form of analysis using the mode. (2) Analysis of Respondents' Responses Analysis of respondents' responses contains a discussion of respondents' responses associated with the characteristics of the respondents.

### Questionnaire Feasibility Test

Validity Test is a test conducted to measure the accuracy of research instruments or questionnaires. The questionnaire is said to be valid if the questions or statements from the questionnaire are able to reveal something that will be measured by the questionnaire. According to Ghozali (2016) the accuracy of the questionnaire can be measured using the correlation coefficient. The questionnaire is said to be good and valid if the correlation coefficient is above 0.30. While the reliability test is a questionnaire test conducted with the intention of measuring the consistency of respondents' answers. The reliability test was carried out with the cronbach alpha statistical test. The Cronbach alpha test limit is  $\geq 0.70$  (Ghozali 2016).

### PLS Equation Model Structure Analysis (SEM)

The stages of structural equation analysis are: (1) Model development based on theory. The model that has been designed must be based on a causal relationship and this relationship must be supported by existing theory. This stage has been discussed in chapter 2 in building models and hypotheses. (2) Prepare path diagrams and structural equations. Before arriving at the results of the analysis in the form of goodness of fit, it is necessary to first check the assumptions underlying the validity of the model that has been made. The assumptions in SEM can be divided into two parts, namely assumptions related to the model and assumptions related to parameter presumptions and hypothesis testing. Assumptions related to parameter estimation and hypothesis testing in SEM (Ghozali 2017)



are: Job satisfaction (Y1) Performance (Y2) Commitment (X1) Competence (X2) Work motivation (X3) and Work culture (X4) (1) The number of samples must be large (asymptotic). (2) Distribution of normal multivariate observe variables. (3) The hypothesized model must be valid. (4) The measurement scale must be continuous (interval).

#### Data Processing Process and Hypothesis Testing

The next step is to process the data using SPSS 21 and Smart PLS 3.0. The results obtained can be directly used to test the hypothesis.

## 4.0 RESULTS AND DISCUSSION

### Respondent Profile

Table 6. Characteristics of Respondents

Demographics	Category	Frequency	Amount
Education	Senior High School	73	73
	Bachelor degree	46	46
	Postgraduate	1	1
Age	20-30 Years	24	24
	31-40 Years	63	63
	>40 Years	33	33
Gender	Man	120	120
	Woman	-	-
Income	Rp.3000.000-Rp.4000.000	100	100
	>Rp. 4000.000	20	20

Source: Ms.Excel Processed Data 2021

Based on the table it can be explained that the most dominant respondent in this study was the education of the Strata I (S1) respondent in the Kampar Police Bhabinkamtibmas. Based on the age group of the most dominant respondents, namely respondents aged 30 to 40 years who served at the Kampar Police Bhabinkamtibmas. Based on the gender of the most dominant respondents in this study were men who served at the Kampar Regional Police Bhabinkamtibmas. Based on the income of the most dominant respondents in this study were Bhabinkamtibmas officers who had wages in the range of 3 to 4 million Rupiah

### Questionnaire test

Testing the validity of the data in this study aims to test the indicators or statements used to measure organizational commitment whether they have a valid value or not. Whatever the results of data validity and reliability tests in this study are used in this study to measure the variables Commitment, competence, motivation and culture, all statements in this study have a Correct Item Total Correlation value of > 0.30 and have a Cronbach's alpha value above 0.7. So that these results can be concluded that all statements to measure Competency variables in the Kampar Police Bhabinkamtibmas have valid and reliable values. This means the use of a questionnaire in collecting research data, namely the statement items prepared are valid statements and what is the aim of this research has met the testing requirements.

### Smart PLS Construct Reliability

The next stage is testing the consistency of measurement (reliability) with Average Variance Extract (AVE) and Composite Reliability (CR). High reliability indicates that the indicators have high consistency in measuring their latent constructs. Reliability can be known through the Composite Reliability (CR) and Average Variance Extracted (AVE) values. Composite reliability is said to be good if it has a value of  $\geq 0.6$ . The AVE value is said to be good if it has a value  $\geq 0.5$ . Data from the AVE and CR test results are shown in the following table.

Table 7. Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.917	0.931	0.658
Job satisfaction	0.870	0.912	0.725
Performance	0.829	0.888	0.668
Organizational Commitment	0.922	0.942	0.766
Competence	0.827	0.880	0.600

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Motivation	0.866	0.903	0.650

Source: Smart PLS Processed Data, 2021

The model shows the Cronbach's alpha value for all constructs is above the value of 0.60. Thus it can be concluded that all constructs have good reliability in accordance with the required minimum value limit. The model shows the value of composite reliability for all constructs is above the value of 0.70. Thus it can be concluded that all constructs have good reliability according to the required minimum value limit. While the AVE of each construct is above 0.5. Therefore there are no convergent validity problems in the tested model so that the constructs in this research model can be said to have good discriminant validity.

### Multicollinearity Test

According to Ghozali (2012) the multicollinearity test aims to test whether a regression model finds a correlation between independent (independent) variables. To find whether or not multicollinearity exists in the regression model, it can be seen from the Variance Inflation Factor (VIF) value. Tolerance measures the variability of independent variables that cannot be explained by other independent variables. So a high VIF value indicates high collinearity. The commonly used cut off value is the VIF value < 10. The following are the results of the multicollinearity test from this study, namely:

Table 8. Multicollinearity Test

Independent Variable	Job satisfaction	Performance	Conclusion
Organizational culture	1.122	1.134	There is no multicollinearity
Job satisfaction	-	3.017	There is no multicollinearity
Organizational Commitment	5.794	8.440	There is no multicollinearity
Competence	9.913	7.742	There is no multicollinearity
Motivation	6.415	6.823	There is no multicollinearity

Source of Processed Results SmartPLS 3.0, 2021

### Test of the Coefficient of Determination

Table 9. Coefficient of Determination

	R Square	R Square Adjusted
Job satisfaction	0.967	0.966
Performance	0.890	0.885

Source of Processed Results SmartPLS 3.0, 2021

Based on the table it can be explained that the job satisfaction of the Kampar Police Bhabinkantibmas employees is influenced by competence, work culture, motivation and organizational commitment of 96.6%. The performance of the Kampar Police bhabinkantimas staff is influenced by the variables of competence, work culture, motivation and organizational commitment by 88.5%.

### Path Coefficients SEM PLS

The two structural equations produced in this study can be seen from the Smart PLS output on Regression Weights in the following table:

Table 10. Regression Weights

Influence Between Variables	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Conclusion
Organizational Commitment -> Job Satisfaction	0.649	14.729	0.000***	Significant Positive
Competence -> Job Satisfaction	0.247	4.532	0.000***	Significant Positive
Motivation -> Job Satisfaction	0.117	2.719	0.007***	Significant Positive
Organizational Culture -> Job Satisfaction	-0.020	0.849	0.396	Not significant



Influence Between Variables	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Conclusion
Organizational Commitment -> Performance	0.000	0.001	0.999	Not significant
Competence -> Performance	1.013	8.854	0.000***	Significant Positive
Motivation -> Performance	-0.146	1.687	0.092*	Not significant
Organizational Culture -> Performance	0.080	2.189	0.029**	Significant Positive
Job Satisfaction -> Performance	0.052	0.273	0.785	Not significant

Source: Processed Results of SmartPLS 3.0, 2021

Based on the table above it can be explained that the variables Organizational Commitment, competence and motivation have a positive and significant relationship to job satisfaction. Meanwhile, organizational culture has a negative and insignificant relationship to job satisfaction, competency, motivation and work culture variables have a significant relationship to employee performance. Meanwhile, organizational commitment and satisfaction have a positive but not significant relationship to employee performance.

### Discussion

The Effect of Organizational Commitment on Job Satisfaction in the Kampar Police Bhabinkamtibmas Organizational commitment is an attitude that must be possessed by employees in an agency. High commitment will have an impact on increasing employee satisfaction. Conversely, if an employee's commitment decreases, it will have an impact on decreasing job satisfaction. Based on the results of testing the structure of the Equation Model (SEM) it shows that organizational commitment has a positive impact on job satisfaction. This can be interpreted that organizational commitment has increased, it will increase job satisfaction Bhabinkamtibmas Kampar Police, in line with the results of the hypothesis test Organizational Commitment has a significant impact on Job Satisfaction. This may indicate that the organizational commitment of bhabinkantibmas employees.

A high Kampar Polres can have an impact on increasing employee job satisfaction. The results of this study are supported by Asri Laskmi's research (2016) that commitment has a partial and significant effect and contributes positively to satisfaction in contrast to research conducted by Intan (2012). The results show that organizational commitment has no effect on job satisfaction.

The Effect of Competence on Job Satisfaction Bhabinkamtibmas Kampar Police Competence is a person's ability to do a job. Good commitment has a good impact on increasing job satisfaction. This means that competency has a positive impact on job satisfaction. Based on the results of testing the structure of the equation model (SEM) shows that competence has a positive relationship to job satisfaction. This can be interpreted that if the competence has increased, it can increase the job satisfaction of the Kampar Police Bhabinkamtibmas. This is in line with the results of the hypothesis test showing that competence has a significant impact on increasing the satisfaction of Bhabinkantibmas Kampar Police officers. The results of this study are supported by the results of research conducted by Warongan (2014). The results show that competence has a positive and significant effect on job satisfaction. In contrast to the results of Supiyano's research (2015) that competence has a partial and insignificant effect on satisfaction

### The Effect of Motivation on Job Satisfaction Bhabinkamtibmas Kampar Police

Work motivation is one of the elements that must be owned by an employee. Work motivation has a positive relationship to job satisfaction. Where if employee motivation increases then employee satisfaction also increases. Based on the test results of the Equation model (SEM) structure, it shows that motivation is positively related to job satisfaction. This can be interpreted that motivation has increased, so it can increase job satisfaction Bhabinkamtibmas Kampar Police. These results are consistent with the results of testing the hypothesis where motivation has a significant impact on job satisfaction. So good work motivation from Bhabinkantibmas Kampar Polres employees will have an impact on increasing employee job satisfaction. This research is supported by Aisha (2013) where the results show that motivation has a positive and significant effect on satisfaction. In contrast to the results of Abdusallam's research (2015) that motivation has no significant effect on satisfaction.

**The Influence of Work Culture on Job Satisfaction Bhabinkamtibmas Kampar Police**

Organizational culture in an organization has an impact on an employee's job satisfaction. If there is a good culture in an organization, it will have a positive impact on increasing employee job satisfaction. Based on the test results of the Equation model (SEM) structure, it shows that work culture has a negative relationship to job satisfaction. This can be interpreted that the work culture has increased, it will be able to reduce job satisfaction Bhabinkamtibmas Kampar Police. This result is in line with the results of hypothesis testing showing that work motivation does not have a significant impact on employee performance. It can be concluded that not always a good work culture will have an impact on increasing and decreasing work satisfaction at Bhabinkamtibmas Polres Kampar. This research is contrary to the results of research conducted by Anita Rahmawaty (2016) where the results show that Work Culture has a positive and significant influence on Job satisfaction

**The Effect of Organizational Commitment on the Performance of the Kampar Police Bhabinkamtibmas**

The commitment of an employee in an organization will have a good impact on improving employee work. If commitment increases, it can improve employee performance in an organization conversely when an employee's commitment decreases, it can reduce employee performance. Based on the test results of the Equation model (SEM) structure, it shows that Organizational Commitment has a positive impact on performance. This can be interpreted that High Commitment organization, it will have an impact on improving the performance of the Kampar Regional Police Bhabinkamtibmas. These results are not in line with the results of hypothesis testing which shows that Organizational Commitment has no significant impact on employee performance. So it can be concluded that the high commitment of the Kampar Police bhabinkantibmas employees will not always have an impact on increasing and decreasing employee performance. This research is in line with the research results of Sutanto, E. M (2004) that Organizational Commitment has no effect (not significant) on performance. Contrary to Rizal's (2014) research results, the results show that organizational commitment partially has a positive effect on performance.

**The Influence of Competence on the Performance of the Kampar Regional Police Bhabinkamtibmas**

High competence in an organization also has a high impact on employee performance. When the competence of employees is good, it will also produce good performance. Therefore competence has a positive relationship to employee performance. Based on the results of testing the structure of the Equation Model (SEM), it shows that competency has a positive relationship to performance variables. This can be interpreted that competence has increased, it will improve the performance of the Kampar Regional Police Bhabinkamtibmas. This result is in line with the results of the hypothesis test, namely competence has a significant impact on employee performance. So it can be concluded that the competence of the existing employees will improve the performance of the Kampar Police Bhabikantibmas employees. This research is in line with the results of Arlini's (2010) research. The results show that competence partially has a positive effect on performance. Contrary to the results of Widyasmoko's research (2011) that competency has no effect (not significant) on performance,

**The Effect of Motivation on the Performance of Bhabinkamtibmas Kampar Police**

In theory, motivation has a positive relationship to performance. If an employee's work motivation increases, the employee's performance automatically also increases. Conversely, if employee motivation decreases, it will result in a decrease in the employee's performance. Based on the results of testing the structure of the equation model (SEM) it shows that competence has a negative relationship with performance variables. This can be interpreted that motivation has increased, it will reduce the performance of Bhabinkantibmas Kampar Police officers. This result is in line with the results of testing the hypothesis where motivation has a negative impact on employee performance. So it can be concluded that high employee motivation will actually have an impact on decreasing the performance of Bhabinkantibmas Kampar Police officers. This study is not in line with the results of research by Rahmila Sari, Mahlia Muis, Nurdjannah Hamid (2014) that motivation has no effect (not significant) on performance.

**The Influence of Work Culture on the Performance of the Kampar Regional Police Bhabinkamtibmas**

In theory it is stated that work culture has a positive impact on employee performance. The better the work culture in an organization will have an impact on improving performance in an organization. Based on the results of testing the structure of the equation model (SEM) shows that work motivation has a positive relationship to performance. This can be interpreted that work motivation has increased, so it can improve the performance of the Kampar Regional Police Bhabinkamtibmas. This result is in line with the results of hypothesis testing, which shows that work culture has a significant impact on employee performance. So it can be concluded that the work culture of good or high employees will have an impact on improving the performance of Bhabinkantibmas Kampar Police

officers. This research is in line with the results of research conducted by Wardani (2016) in which the study stated that work culture influences performance

### The Effect of Job Satisfaction on the Performance of Bhabinkamtibmas Kampar Police

In a theory it can be concluded that job satisfaction has a positive relationship to employee performance in an organization. When employee job satisfaction increases, employee performance in an organization will increase. Based on the results of the structural equation model (SEM) test, it shows that job satisfaction has a positive relationship to performance. This can be interpreted that job satisfaction has increased, it will improve the performance of Bhabinkamtibmas Polres Kampar. This result is not in line with the results of hypothesis testing which shows that job satisfaction does not have a significant impact on employee performance. So it can be concluded that high employee job satisfaction will not always have an impact on increasing and decreasing the performance of Bhabinkamtibmas Kampar Police officers. The results of this study are supported by research conducted by Abidin (2010) and Afriadi et al., (2018) whose research results are actually different where good or bad one's job satisfaction has no significant meaning either to increase or decrease in performance. But contrary to the results of research conducted by Diah (2017), Hakim A. F. et al., (2019), Ngebu et al., (2018), Raffie et al., (2018), Wahyuniardi et al. (2018), Wiarah (2014) and Brahmasari and Suprayetno (2008) where the results of their research have a positive and significant influence on improving performance.

## 5.0 CONCLUSION

### Conclusion

Based on the results of the research that has been done, it can be concluded that the variables Organizational Commitment, competence and motivation have a positive and significant relationship to job satisfaction. Meanwhile, organizational culture has a negative and insignificant relationship to job satisfaction. competency, motivation and work culture variables have a significant relationship to employee performance. Meanwhile, organizational commitment and satisfaction have a positive but not significant relationship to employee performance.

### Suggestion

Suggestions from this study For agencies, if you want to improve employee performance, you must pay more attention to organizational commitment and employee work culture. Agencies must always make good commitments that support by improving employee performance, providing supportive work environment facilities, and providing benefits or incentives in accordance with the workload carried out by employees, so that employees are more enthusiastic in carrying out official duties. It is suggested to agencies if they want to increase employee job satisfaction, they need to consider commitment, competence and work motivation. Because the results of this study prove that commitment, competence and work motivation have a significant impact on increasing job satisfaction of existing employees. While it is suggested for further researchers to add other variables, because the results of this study still need factors that influence to increase the satisfaction and performance of existing employees.

## References

- Abdulsalam, Dauda, Mohammed Abubakar Mawoli. 2013. *Motivation and Job Performance of Academic Staff of State Universities in Nigeria: The Case of Ibrahim Badamasi Babangida University, Lapai, Niger State*. International Journal of Business and Management. Vol.7, No. 14. Pp. 142-148.
- Adelina Simanjuntak, Risma. 2010. "Analisis beban kerja mental dengan metode
- Afandi, P. 2018. *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*.
- Aisha, Alya Nur., Pamoedji Hardjomidjojo, and Yassierli. 2013. Effects of Working Ability, Working Condition, Motivation and Incentive on Employees Multi-Dimensional Performance. International Journal of Innovation. Management and Technology. Vol. 4. No. 6. December 2013. Aksara.
- Anak Agung Ngurah Bagus Dhermawan I Gde Adnyana Sudibya I Wayan Mudiarta Utama (2012) *Pengaruh Motivasi, Lingkungan Kerja, Kompetensi, Dan Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali*. Jurnal Manajemen, Strategi Bisnis, dan Kewirausahaan Vol. 6, No. 2 Agustus 2012
- Anita Rahmawaty 2016. *Model Kepemimpinan Spiritual Dalam Meningkatkan Kepuasan Kerja Dan Kinerja Karyawan di BMT se-Kabupaten Pati*.
- Arlini, Yuni. 2010. Pengaruh Motivasi dan Kompetensi Terhadap Kinerja Pegawai Biro Keuangan Sekretaris Daerah Pemerintah Provinsi Jawa MEDIA EKONOMI DAN MANAJEMEN Vol. 29 No. 1 Januari 2014 ISSN: 0854-1442

- 79 Timur. Tesis. Diakses melalui <http://www.eprints.upnjatim.ac.id>
- Asri, Laksmi Riani, M. 2013. Persepektif Kompensasi. Surakarta: Yuma Pustaka
- Badeni.,2017, *Kepemimpinan dan perilaku organisasi*, Bandung, Alfabeta.
- Bangun, Wilson. 2013." *Manajemen Sumber Daya Manusia*". Jakarta: Erlangga.
- Chandra, T., Renaldo, N., & Putra, L. C. (2018). Stock Market Reaction towards SPECT Events using CAPM Adjusted Return. *Opción, Año 34*(Especial No.15), 338–374.
- Chaterina Melina Taurisa, Intan Ratnawati *Analisis Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasional Dalam Meningkatkan Kinerja Karyawan* (Studi pada PT.Sido Muncul Kaligawe Semarang) *Jurnal Bisnis dan Ekonomi (JBE)*, September 2012, Hal. 170 – 187 Vol. 19, No. 2 ISSN: 1412-3126
- Crawford, JR & Henry, JD., 2003. *The Depression Anxiety Stress Scale (DASS): Normative data and latent structure in a large non-clinical sample*. *British Journal of Clinical Psychology* (2003), 42, 111-113. <http://www.serene.me.uk/docs/asseass/dass-21.pdf>
- Dadang Hermawan. 2013. *E-Business & E-Commeece*. Yogyakarta: Andi.
- Deswarta (2017) Pengaruh Kompetensi Dan Motivasi Terhadap Kepuasan Kerja Dan Kinerja Dosen Fakultas Tarbiyah Dan Keguruan UIN Sultan Syarif Kasim Riau. *Jurnal Valuta* Vol. 3 No 1, April 2017 ISSN: 2502-1419
- Diana Pramudya Wardhani (2017) *Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Profesi Kepolisian Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada Kepolisian Resort Ponorogo)*
- Dista Amalia Arifah Candra Romadhon (2015) Pengaruh Komitmen Organisasi, Komitmen Profesional Dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Dengan Motivasi Sebagai Variabel Intervening.
- Erwin Tahir, Rahayu Puji Suci (2018) *Pengaruh Komitmen Organisasi, Kepuasan Kerja Dan Iklim Organisasi Terhadap Kinerja Pegawai Pada Komisi Penyiaran Indonesia Daerah Provinsi Sulawesi Tenggara*. *Jurnal Ilmu Manajemen* Volume 4, Nomor 1, Maret 2018
- Hasibuan S.P Malayu. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi.Indra.
- Irawati, Sudarno, & Komardi, D. (2019). Pengaruh Motivasi kerja, Komitmen Organisasi, dan Budaya Organisasi terhadap Kepuasan Kerja dan Kinerja Guru SMP Negeri Pekanbaru. *Procuratio: Jurnal Ilmiah Manajemen*, 7(2), 210–221.
- Iwan Kurnia Wijaya (2018) Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan CV Bukit Sanomas. *AGORA* Vol. 6, No. 2 (2018)
- Joko Sutopo (2018) *Pengaruh Partisipasi Anggaran, Komitmen Organisasi, Kepuasan Kerja, Job Relevant Information, Budaya Organisasi Dan Locus Of Control Terhadap Kinerja Pegawai Bagian Keuangan Dinas Pendidikan Kabupaten Klaten*. *ADVANCE* VOL.5 No.1 Edisi Maret2018 ISSN 2337 – 5221
- Jonathan B. Warongan1 (2014) *Pengaruh Kompetensi, Komitmen Organisasi Dan Keterlibatan Kerja Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Wilayah Suluttenggo*
- Justisia Iriani Rudlia (2016) *Pengaruh Kompetensi dan Kompensasi terhadap Kepuasan Kerja dan Kinerja Pegawai (Studi Kasus Pada Dinas Kelautan dan Perikanan Kabupaten Kepulauan Sangihe)*. *Jurnal Riset Bisnis dan Manajemen* Vol 4, No.3, 2016: 257-268
- Kharis. 2010. Pengaruh Komitmen Organisasional dan Kepuasan Kerja.
- Koko Herawan M. Djudi Mukzam Gunawan Eko Nurtjahjono (2015) *Pengaruh Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Studi Pada PT. Bank Rakyat Indonesia (Persero) Kantor Cabang Kota Malang Kawi*. *Jurnal Administrasi Bisnis (JAB)* | Vol. 1 No. 1 Januari 2015 Komunikasi dan Kesejahteraan Terhadap Kinerja Pegawai Dinas Pendidikan. *Jurnal Manajemen Sumber Daya Manusia* Vol.4 No.1 47-57.
- Mairia, Komardi, D., & Panjaitan, H. P. (2021). Leadership, Organizational Commitment, Work Discipline, and Employee Performance at Public Health Office of Pekanbaru City. *Journal of Applied Business and Technology*, 2(2), 154–168.
- Moorhead dan Griffin. 2013. Perilaku Organisasi. Jakarta: Salemba Empat. Murty, Hudiwinarsih. 2012. Pengaruh Kompensasi, Motivasi, dan Komitmen. *Nasa-TLX*". *Teknik industri, Institusi sains & Teknologi AKPRIND*: Yogyakarta
- Ni Kadek Ani Juniari, Gede Riana, Made Subudi (2015) *Pengaruh Motivasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Negeri Sipil (PNS) Di Sekolah Tinggi Pariwisata Nusa Dua Bali*. ISSN:2337-3067 *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 4.11 (2015): 823-840
- Nikolas Ivan Waskita Adiyasa, Windayanti (2019) *Pengaruh motivasi, kepuasan kerja, dan kepemimpinan terhadap kinerja karyawan pada PT. XYZ*. *Jurnal Manajemen Strategi dan Aplikasi Bisnis*, 2(1), 23-30
- Non Finansial Terhadap Kinerja Dosen Di Informatics and Business Institute Darmajaya. *JMK*, Vo. 9, No.1, Maret 2011
- Nuraini, T. 2013. *Manajemen Sumber Daya Manusia*, Yayasan Aini Syam:

- Nurlaely M, Asri Laksmi, Riani. 2016. Pengaruh Disiplin Kerja, Motivasi Kerja, Kepuasan Kerja dan Kompetensi Terhadap Komitmen Organisasi, Daya Saing Jurnal Ekonomi Manajemen Sumber Daya, Vol 18, No., 10-19.
- Organisasional Terhadap Kinerja Karyawan Bagian Akuntansi (Studi Kasus pada Perusahaan Manufaktur Di Surabaya). Jurnal The Indonesian Accounting Review Vol. 2. STIE Perbanas. Surabaya.
- Putra, R., & Renaldo, N. (2020). Peningkatan Kepuasan Kerja dan Kinerja Guru melalui Komitmen, Budaya Organisasi, Motivasi, dan Gaya Kepemimpinan Guru SLTA Sederajat di Kabupaten Rokan Hilir. *Procuratio: Jurnal Ilmiah Manajemen*, 8(1), 125–139.
- Putu, Ni Ayu Krisnawati, dan I Wayan Suartana. 2017. Pengaruh Kompetensi
- Raden Yohanes Luhur (2014) *Pengaruh Kepemimpinan, Motivasi Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Biro Pengawasan Dan Pemeriksaan PT Bank Panin Tbk*. Jurnal OE, Volume VI, November No. 3, 2014. Riau: Zanafa Publishing.
- Ramadona, A., Putra, R., & Komardi, D. (2021). Commitment, Motivation, Leadership and Work Culture on Job Satisfaction and Teacher Performance at SMK Multi Mekanik Masmur Pekanbaru. *Journal of Applied Business and Technology*, 2(2), 169–182.
- Renaldo, N., Sudarno, Hutahuruk, M. B., Junaedi, A. T., Andi, & Suhardjo. (2021). The Effect of Entrepreneurship Characteristics, Business Capital, and Technological Sophistication on MSME Performance. *Journal of Applied Business and Technology*, 2(2), 109–117.
- Ridwan Baraba, Esti Margiyanti Utami, Wijayanti Wijayanti (2014) *Pengaruh Komitmen Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Universitas Muhammadiyah Purworejo Dengan Keyakinan Diri Sebagai Variabel Pemoderasi*. Volume 10, No 1 Januari 2014 – SEGMEN Jurnal dan Bisnis
- Rivai, Veithzal. 2011. *Manajemen Sumber Daya Manusia Untuk Perusahaan*.
- Rivai, Veithzal. 2012. *Kepemimpinan dan Perilaku. Organisasi Edisi Ketiga*. Jakarta.
- Rizal. (2014). “Pengaruh Motivasi, Lama Pendidikan, Biaya Pendidikan Dan Kompetensi Terhadap Minat Mahasiswa Akuntansi Untuk Mengikuti Pendidikan Profesi Akuntansi (Ppak)”: Studi Empiris Pada Mahasiswa Universitas Muhammadiyah Surakarta Dan Universitas Muhammadiyah Yogyakarta
- S.P, Hasibuan, Malayu. 2013. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi
- Sari, Rahmila, Mahlia Muis, dan Nurdjannah Hamid. 2012. Pengaruh Kepemimpinan, Motivasi, dan Stress Kerja Terhadap Kinerja Karyawan Pada Bank Syariah Mandiri Kantor Cabang Makassar. Makassar
- Setiawan, Y., Junaedi, A. T., & Chandra, T. (2021). Increasing Effect of Employee Work Ethics and Training on Employee Performance and Service Quality at PT XL Axiata Riau. *Journal of Applied Business and Technology*, 2(3), 194–205.
- Sri Aprianti Tarigan (2017) Pengaruh Motivasi Kerja Terhadap Kepuasan Kerja Karyawan PT. MatrixJaya Indomas Medan. ISSN: 2614-5154 Volume 2 No. 1 Desember 2017
- Sriwidodo, Untung dan Agus Budhi. (2010). Pengaruh Kompetensi, Motivasi,
- Sukmawaty, D., Sudarno, & Putra, R. (2021). Work Motivation, Discipline, and Work Culture in Work Satisfaction and Teacher Performance at State Junior High School, Sukajadi District. *Journal of Applied Business and Technology*, 2(3), 251–260.
- Supiyanto. 2015. *Pengaruh kompensasi, kompetensi dan komitmen organisasional terhadap kepuasan kerja dan kinerja karyawan koperasi, prosiding seminar nasional*, p. 722-737.
- Sutanto, E.M. 2013. “Pengaruh Pelatihan dan motivasi kerja terhadap kinerja karyawan CV Haragon Surabaya”. Jurnal AGORA, Vol.1, No.3. Zainal, Veithzal Rivai, dkk. 2014. *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. Depok. PT Rajagrafindo Persada.
- Suwarto. 2010. *Budidaya Tanaman Unggulan Perkebunan*. Penebar Swadaya. Jakarta.
- Suwatno & Priansa, D. 2011. *Manajemen SDM dalam organisasi Publik dan Bisnis*. Teori ke Praktik. Jakarta: Rajawali Press.
- Terhadap Kinerja Guru SMA Negeri 3 Bandung. Jurnal Administrasi. Bisnis. Vol. 3.
- Timoti Hendro. 2018. *Pengaruh Kompensasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Tetap CV. Karya Gemilang*. AGORA Vol 6, No. 1
- Wibasuri, Anggalia. 2011. Analisis Pengaruh Kompensasi Finansial dan Kompensasi
- Wibowo, 2016. *Manajemen Kinerja*, Edisi Kelima, Jakarta: PT. Rajagrafindo Persada.
- Wibowo. 2010. *Manajemen Kinerja*. Jakarta: Rajawali Press
- Wijayanti, R., & Meftahudin. (2016). *Pengaruh Kepemimpinan Islami, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Lama Kerja Sebagai Variabel Moderating*. Jurnal PPKMIII.