

ANTECEDENTS OF ORGANIZATIONAL COMMITMENT AND ITS INFLUENCE ON THE PERFORMANCE OF BENER MERIAH POLRES PERSONNEL

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Abstract

This study aims at the influence of organizational culture and transformational leadership on personnel performance with organizational commitment as an intervening variable to the Bener Meriah police station. For the dependent variable of this study is organizational culture and transformational leadership, the independent variable is the personnel performance of the police station. Intervening variables are organizational commitment. The population in this study was the Police Personal of the Bener Meriah District Police which numbered 442, the sampling technique used proportionate stratified random sampling and obtained a sample of 170 respondents who were police officers of the Bener Meriah police station, the research method used was a quantitative method for data analysis method using Structural Equation Modeling (SEM)..

Keywords: *Organizational Culture, Transformational Leadership, Organizational Commitment And Personnel Commitment.*

1. INTRODUCTION

Resort Police Organization (abbreviated as Polres) which is the command structure of the Republic of Indonesia Police in the district/city area, the police are responsible for serving food in the district or city government and oversee several Polsek (Sector Police) to serve the community in matters of regional security, the police need resources Reliable human resources require quality education, the provision of various social facilities, and adequate employment opportunities in the framework of community service, the main challenge actually faced by the Bener Meriah Police is how to create quality and talented human resources (HR) who can produce organizational performance and have optimal organizational commitment to achieve the goals of an institution. Organizations and security institutions such as the Bener Meriah Police Headquarters were established to achieve certain goals that can only be carried out by means of real work and fellow personnel of the Bener Meriah Police. for family. The success of a police institution is greatly influenced by the individual performance of its employees, every organization or government agency, whether TNI or Polri, will always try to improve the performance of personnel, with the hope that the goals of the organization will be achieved according to the vision and mission of the POLRI organization (Zulfikar, 2019).

Reviewing personnel performance is the result of the work of an individual or an organization, both public and business organizations. In an increasingly competitive environment, organizational management must be supported to improve its performance by perfecting the performance measurement system. According to Wibowo (2015), performance is an action or activity of an organization. in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, accountability or management accountability and the like. According to Bangun (2012) and Nasir (2021) the notion of performance is a result achieved by a person in carrying out the tasks assigned to him which are based on skills, experience, and sincerity and a certain time. Transformational leadership that inspires personnel is a style that is applied at the Bener Meriah Police Station, the organizational cultural value of the Bener Meriah Police personnel where the police chief personnel must be intelligent and innovative in directing apparatus personnel to increase commitment and performance at the Bener Meriah Police, in addition to that with a transformational leadership style and Organizational culture can also improve the performance of the apparatus because the police personnel understand the main tasks and functions that

apply at the Bener Meriah Police, the apparatus is given innovation in work, has speed of work when on duty, has expertise, accuracy when carrying out tasks and cooperates with fellow police personnel in Bener Meriah Police, this is what makes personnel commitment increase, to the Bener Meriah Police. Based on the problems above, then the researcher is interested in conducting research with the title "Antecedents of Organizational Commitment on the Performance of Personnel at the Bener Meriah Police". Based on the phenomenon and background of the problem, the problem is formulated and examines several theories that are relevant to this research.

1.1. Theories about organizational culture

Schein defines culture as a pattern of basic assumptions that are created, discovered or developed by certain groups as learning to overcome problems of external adaptation and internal integration that are official and well implemented and therefore taught/inherited to new members as a car that correctly understand, think, and feel related to these problems, (Luthans, 2016. Robbin (2015) provides a formulation regarding the notion of organizational culture as the dominant values supported by the organization, which can describe the ways of doing a job in a certain place as well as the assumptions of basic beliefs that exist among members of the organization. Culture (culture) in a broad sense, or if adapted to the context of corporate culture (corporate culture) is indeed a basic theme that will not be timeless. More specifically, when it is associated with the fundamental problems of various organizations in Indonesia, corporate culture becomes a dimension that cannot be postponed and its urgency needs cannot be negotiated (Robbins, 2015). There are two main reasons underlying the urgency of this need. First, for the scale of "organization" in Indonesia, for decades since independence, our leaders have been more fond of approaches that smell of political economy. The language of the elite, economics and politics as commander in chief. The cultural approach (cultural approach) is behind. Second, for the industrial "organization" scale,

1.2. Theories about transformational leadership

Leadership in the digital era is an important ability that must be possessed by individuals to create solutions to various problems in the digital era. Leadership style in the digital era not only understands the concept of leadership but must be able to master soft skills (non-technical skills) and hard skills (technical skills). adaptation, interaction, and self-regulation. Matriadi (2021) states that transformational leadership is the process of influencing other people in an organization so that they can carry out their duties properly in achieving their goals. House et. all in Yukl (2015) transformational leadership is the ability of individuals to influence, motivate, and enable others to contribute to the effectiveness and success of the organization. Rauch & Behling in Yukl (2010) leadership is the process of influencing the activities of organized groups to achieve goals. Chung and Megginson in Bangun (2012) define leadership as the ability to influence the behavior of others in a certain direction.

1.3. Theory of organizational commitment

According to Robbins (2015) organizational commitment is high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual. In a banking business organization, professional employees are always dealing directly with customers, so employees in carrying out their duties as professionals are able to carry out policies with specific goals and have a strong commitment to the organization where they work. According to Allen and Meyer (2013) organizational commitment can be interpreted as emotional attachment, individual identification and involvement with the organization and the desire to remain a member of the organization. Another definition according to Meyer et al (2013) is that commitment is not only related to the level of turnover of employees, but also related to the level of willingness of employees to sacrifice for an organization. Based on the following theoretical studies, we present the conceptual framework as follows.

1.4. Theories about personnel performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, Suparyadi (2015). This concept is multifaceted, but managers must understand the factors contributing to organizational performance. However, managers do not want (don't intend) to achieve performance by halves. They want their organization, work unit, or work group to achieve the highest performance. Performance is an Indonesian word from the root word "work" which translates the word achievement from a foreign language. Robbins (2015) revealed that performance is the ability to work that is achieved and desired from the behavior of employees in carrying out and completing work tasks that are the responsibility of individuals or groups. The New Oxford Dictionary of English (2000) generally defines performance as "the action or process of carrying out or accomplishing an action, task, or function". In detail, it is also defined that performance is "an action, task, or operation, seen in terms of how successfully it was performed". Nasir (2021) reveals that performance is a product produced by an employee/employee in a predetermined time unit with certain criteria as well.

Wibowo (2014) stated that performance is a process of how work takes place to achieve maximum work results. The performance criteria are determined by the requirements set by the competent authority conducting the performance appraisal.

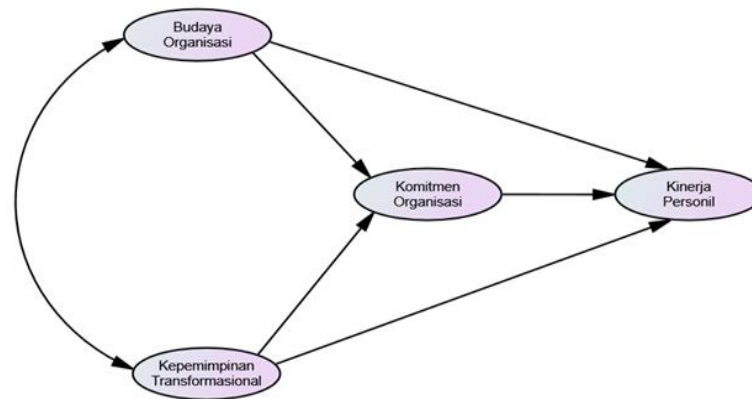


Figure 1.1 Conceptual Framework

Based on the conceptual framework that has been prepared, the hypothesis which is a temporary conjecture that needs to be answered in research and to look for facts that must be collected and analyzed, a hypothesis is a temporary question or the most probable conjecture that still has to be verified, based on the framework above and previous research carried out by several researchers, a hypothesis can be compiled as follows:

- H1 It is suspected that there is a positive and significant influence of organizational culture on the organizational commitment of personnel at the Bener Meriah Police.
- H2 It is suspected that there is a positive and significant influence of transformational leadership on the organizational commitment of personnel at the Bener Meriah Police.
- H3 It is suspected that there is a positive and significant influence of organizational commitment on the performance of personnel at the Bener Meriah Police.
- H4 It is suspected that there is a positive and significant influence of organizational culture on the performance of personnel at the Bener Meriah Police.
- H5 It is suspected that there is a positive and significant influence of transformational leadership on the performance of personnel at the Bener Meriah Police.
- H6 It is suspected that organizational commitment mediates the relationship between organizational culture and personnel performance at the Bener Meriah Police.

H7 It is suspected that organizational commitment mediates the relationship between transformational leadership and the performance of personnel at the Bener Meriah Police

2. RESEARCH METHODS

2.1 Location and Research Object.

The location for this research is the Bener Meriah Police Station located in Bener Meriah District, Aceh Province, while the objects of this research are all police personnel at the Bener Meriah Police Station, Bener Meriah District.

2.2 Data Types and Sources

In this study the types and sources of data used were primary data in the form of questionnaires. Primary data is data obtained by researchers for specific purposes in answering research problems (Sugiono, 2015). Primary data in this research is data obtained from respondents, namely from police personnel Bener Meriah Police by distributing a questionnaire or a list of questions to the respondent.

2.3 Population And Sample

According to Ferdinand (2014) "Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. So the population in this study were all police personnel who were at the Bener Meriah Police as many as 442 people. The sampling technique is carried out using the stratified random sampling method, this sampling technique is carried out if the population has members/elements that are not homogeneous and proportionally stratified, so that as many as 170 (24 indicators x 7) are used as a sample according to Hair, et.al (2013)) sample size can be estimated with 5-10 parameters, the sample of respondents is in accordance with the requirements of the SEM model (Ferdinand, 2014), namely 1-200 samples so in this study the sample was taken of only 170 respondents to police personnel at the Bener Meriah Police Station.

2.4 Data analysis method

The data analysis method used in this study is SEM (Structural Equation Modeling) with the AMOS (Analysis of Moment Structure) program version 22.0. According to Ghaozali (2014), SEM is a multivariate analysis technique which is a combination of factor analysis and regression analysis (correlation) which aims to examine the relationships between variables in a model, both between indicators and constructs, or relationships between constructs. SEM is a combination of two statistical concepts, namely the concept of factor analysis included in the measurement model and the concept of regression through structural models. In SEM analysis, variables are divided into the following:

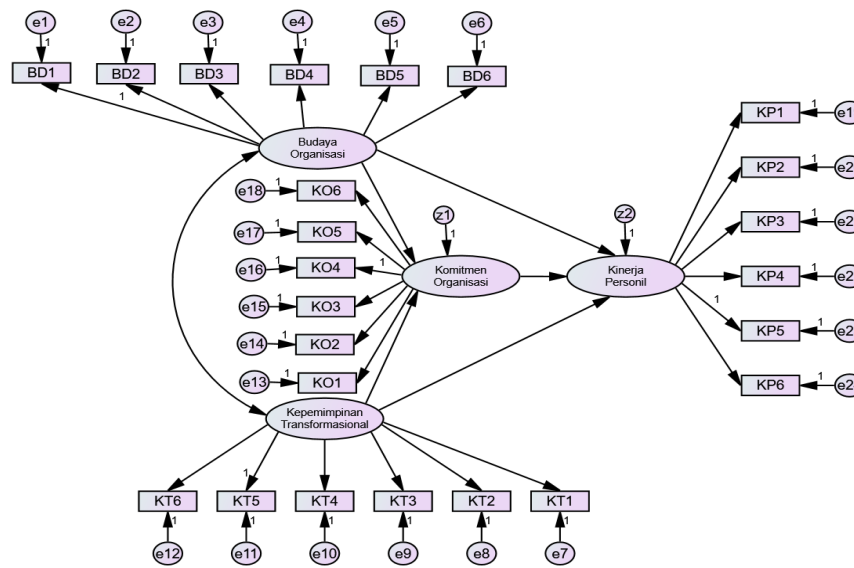


Figure 1.2 Structural Equation Modeling

3. RESULTS AND DISCUSSION

3.1 Confirmatory Analysis of Exogenous Construct Factors

In Figure 1.3 below, the confirmatory test results can be conveyed that all loading factor values for exogenous construct indicators are > 0.60 so that it can be concluded that all indicators are acceptable because they comply with the requirements of the CFA model. For more details, it can be seen in Figure 1.3 below:

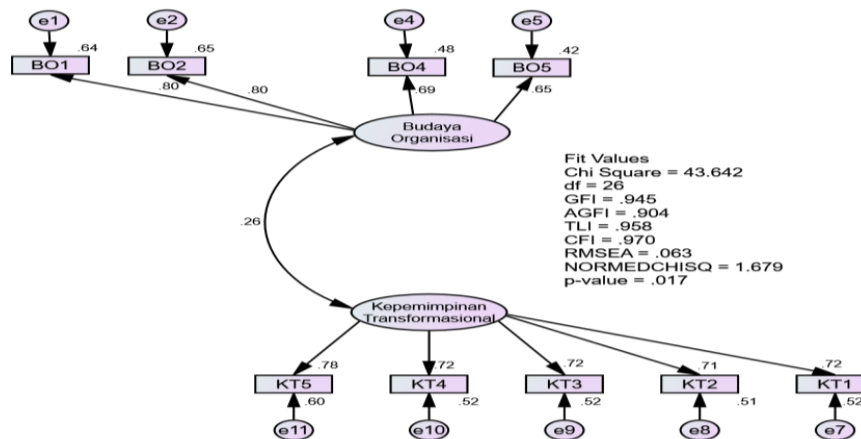


Figure 1.3. CFA exogenous construct

Table 1.1 Exogenous Construct Loading Factor Values

Indicator	Est.	Value Cut OFF	Conclusion
BO1	.801	≥ 0.60	Valid
BO2	.804	≥ 0.60	Valid
BO4	.693	≥ 0.60	Valid
BO5	.651	≥ 0.60	Valid
KT1	.722	≥ 0.60	Valid
KT2	.712	≥ 0.60	Valid

		Indicator	Est.	Value Cut OFF	Conclusion
KT3	<---	Transformational leadership	.721	≥ 0.60	Valid
KT4	<---	Transformational leadership	.718	≥ 0.60	Valid
KT5	<---	Transformational leadership	.776	≥ 0.60	Valid

Source: Output Amos, 2023

Based on the results of the confirmatory analysis with Amos in Table 1.1, all indicators that support the exogenous construct are above > 0.60 so that it can be concluded that these indicators are valid and can be continued to the next analysis stage, namely the structural model.

3.2 Endogenous Construct Factor Confirmatory Analysis

In Figure 1.4 below, the results of the confirmatory test can be conveyed that all loading factor values for exogenous construct indicators are > 0.60 so that it can be concluded that all indicators are acceptable because they comply with the requirements of the CFA model. For more details, see Figure 1.4 below:

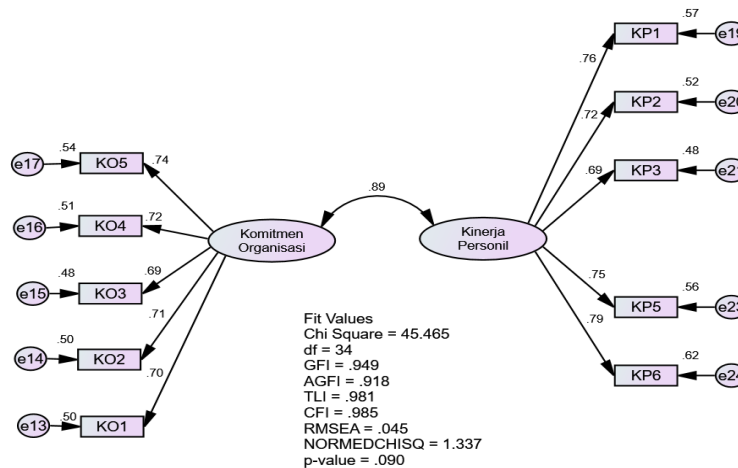


Figure 1.4 CFA endogenous construct

Based on Figure 1.4 it can be concluded that the loading factor indicator construct endogenous loading factor value <0.60 is above the provisions so that these indicators are acceptable in this research model, for more details can be seen in Table 1.2 below:

Table 1.2 Endogen Construct Loading Factor Values

		Indicator	Estimates	Value Cut OFF	Conclusion
KO1	<---	Commitment_Organizati on	.704	≥ 0.60	Valid
KO2	<---	Commitment_Organizati on	.710	≥ 0.60	Valid
KO3	<---	Commitment_Organizati on	.691	≥ 0.60	Valid
KO4	<---	Commitment_Organizati on	.716	≥ 0.60	Valid
KO5	<---	Commitment_Organizati on	.738	≥ 0.60	Valid
KP1	<---	Performance_Personnel	.758	≥ 0.60	Valid

		Indicator	Estimates	Value Cut OFF	Conclusion
KP2	<---	Performance_Personnel	.720	≥ 0.60	Valid
KP3	<---	Performance_Personnel	.690	≥ 0.60	Valid
KP5	<---	Performance_Personnel	.747	≥ 0.60	Valid
KP6	<---	Performance_Personnel	.786	≥ 0.60	Valid

Source: Amos Output (processed 2023)

Based on the results of the confirmatory analysis with Amos in Table 1.2, it can be explained that all indicators that support the endogenous construct are above > 0.60 so that it can be concluded that these indicators are valid and can be continued to the next stage of analysis, namely the structural model.

3.3 Structural Full Model Analysis

Based on Figure 1.5 and Table 1.3 it can be explained that the model has fulfilled the goodness of fit as required in the SEM model for the Probability, GFI, and AGFI indexes which are still marginal, so this SEM model can be revised or modified according to the concept of modification indices in the SEM model, then the results of the analysis of the modification of the SEM model as shown in Figure 1.5 and Table 1.3 below, it can be explained that all exogenous variables have a significant effect on endogenous variables so that this model is able to test the research hypothesis.

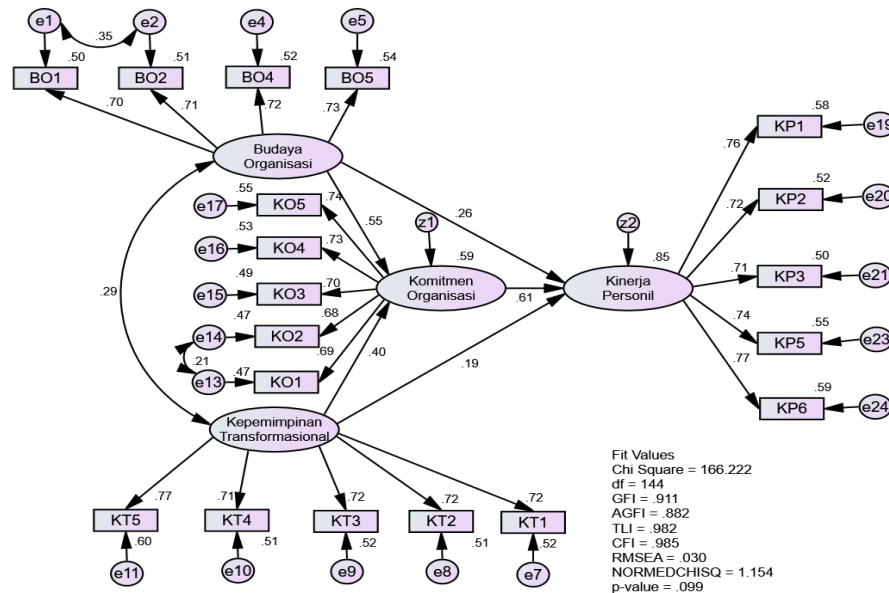


Figure 1.5 Full structural model after modification

Table 1.3 Full Model Conformity Test Results

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
X2-Chi-Square	Small Expected	166,222	Good
probability	≥ 0.05	0.099	Good
GFI	≥ 0.90	0.911	Good
AGFI	≥ 0.90	0.882	marginal
CFI	≥ 0.95	0.985	Good
TLI	≥ 0.95	0.982	Good
CMIN/DF	≤ 2	1.154	Good
RMSEA	≤ 0.08	0.030	Good

Based on the results of the analysis of the structural model with Amos in Table 1.3, it can be explained that the results of the full model suitability test can be explained that all indices comply with

the conditions specified in the structural model except AGFI which is still marginal, but in general the goodness of fit index is good and this structural model already able to test the research hypothesis.

Table 1.4 The Regression Weight Structural Equalization Model Hypothesis

No	Hypothesis Statement	Est.	SE	CR	P	Ket
1	Organizational culture has a positive and significant effect on organizational commitment	0.548	0.102	5,616	0.000	hypothesis Accepted
2	Transformational leadership has a positive and significant effect on organizational commitment	0.399	0.085	4,665	0.000	hypothesis Accepted
3	Organizational culture has a positive and significant effect on personnel performance	0.261	0.103	2,709	0.007	hypothesis Accepted
4	Transformational leadership has a positive and significant effect on personnel performance	0.188	0.076	2,502	0.012	hypothesis Accepted
5	Organizational commitment has a positive and significant effect on personnel performance	0.613	0.128	4,901	0.000	hypothesis Accepted
6	Organizational commitment partially mediates the influence of organizational culture on personnel performance	0.336	0.097	3,688	0.000	hypothesis Accepted
7	Organizational commitment partially mediates the effect of transformational leadership on personnel performance	0.244	0.073	3,368	0.000	hypothesis Accepted

The analysis in Table 1.4 can be explained that, the results of the first structural analysis of organizational culture and transformational leadership have an effect on the organizational commitment of Bener Meriah City Police personnel, then the results of the second structural analysis of organizational culture, transformational leadership and organizational commitment have an effect on the performance of Bener Meriah City Police personnel.

4. CONCLUSION

Based on the research objectives that have been described previously, it can be put forward some conclusions and suggestions in this study as follows:

1. Organizational culture has a positive and significant effect on the organizational commitment of Bener Meriah Police personnel.
2. Transformational leadership has a positive and significant effect on the organizational commitment of Bener Meriah Police personnel.
3. Organizational culture influences the performance of Bener Meriah Police personnel.
4. Transformational leadership has a positive and significant effect on the performance of Bener Meriah Police personnel.
5. Organizational commitment has a positive and significant effect on the performance of Bener Meriah Police personnel.
6. Organizational commitment partially mediates the relationship between organizational culture and the performance of Bener Meriah Police personnel.

7. Organizational commitment partially mediates the relationship between transformational leadership and the performance of Bener Meriah Police personnel.

Based on the results of the research and conclusions that have been described, the authors provide suggestions for improving management at the Bener Meriah Police in the future as follows:

1. The leadership of the Bener Meriah Police on an ongoing basis maintains and improves the transformational leadership style by providing inspiration, motivating, intelligent problem solving and individual approaches to personnel in the Bener Meriah Police apparatus, so that the apparatus has commitment and can enhance the performance of the Bener Meriah Police personnel.
2. The leadership of the Bener Meriah Police Headquarters must maintain personnel commitment, both loyalty, involvement in the daily work of personnel and responsibility for tasks so that the police apparatus can enhance the performance of the Bener Meriah Police Personnel.
3. The organizational commitment of the Bener Meriah Police personnel needs to be maintained by improving leadership style, organizational culture and personnel performance in the Bener Meriah Police personnel organization.

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