



## Organizational Impact on Commitment Performance: Research on Police Officer at Polsek Kotagede Yogyakarta

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### Abstract

This research is aimed at examining the significance of the effect of organizational commitment on individual performance, especially national police members. Polri's performance is determined by several factors, situations and relationships between corps. Bad corps' performance will impact the performance of the other corps. For intensifying performances, many things can be done. One of them is organizational commitment. The Research subjects were all of Kotagede Police Members Yogyakarta to 59 people. Data collection method that the researcher used was spread the commitment scale which contains statements about organizational commitment variables, whereas for performance variables researchers used performance data of the National Police's members of the Polsek Kotagede Polresta of Yogyakarta. Data were analyzed by using simple regression analysis with the help of the SPSS 21 statistical program. The result shows a significant influence of organizational commitment on the performance of Polri members by 12.9%, while the remaining 79.1% were influenced by other variables not examined.

**Keywords:** *Organizational Commitment, Performance, Indonesian National Police*

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### Introduction

Polri's performance is determined by several factors and situations as well as having interrelationships among units, in which poor unit performance will impact on the performance of other units. Many things can be done to improve performance, one of them is organizational commitment (Allen & Meyer, 1990). Organizational commitment has a relationship in improving performance. The higher organizational commitment, the higher the level of performance, and the lower the organizational commitment, the lower the level of performance (Akbar, Musadieq, & Mukzam, 2017). Improving the performance of Polri members must start from increasing the commitment of Polsek member organizations through identification, trust of members of the institution, the situation will make a member will carry out their duties and obligations to the fullest. Involvement, good cooperation between leaders and

members will create a work team that will achieve expected performance, and member loyalty, a member will carry out his duties and obligations with a full responsibility with or without a leader.

In the modern and all-digital era, the National Police must be able to provide excellent services to the public. At present, the service is based on the advancement of information technology that is fast, open, and transparent so that every member of the Indonesian National Police is demanded to be able to follow any developments that occur. Inevitably, technological progress always gives colors for current government policies aspects. Technology becomes the part of the program for service efficiency (Tobing, 2009) which requires good rapidity in the process of making policies, including evaluating policies. By implementing the 4.0 industrial revolution, the system in Ministries and Government Institutions must be adaptive to follow developments, as the development of a strategic

environment. For the National Police the development of the strategic environment has changed almost in large part. Although this development rises some advantages and disadvantages, but the weaknesses can be managed properly, by empowering human resources and technology itself (Ayun, 2011).

According to Gash and Hobbs (in Heri, 2019) new realistic challenges that must be faced by members of the police in the industrial era 4.0 are serving the digital world completely, securing the private sector and civil society, responding to problems in society more quickly, utilizing cyber-physical systems, filtering the truth of information obtained, and implementing transparency to the maximum. These challenges are also experienced by members of the National Police who also have special characteristics in Indonesia in responding the development of the revolution, such as the lack of members of the National Police, the emergence of new types of crime, and the modernization of public services. Based on these challenges a new job came up in the police agency.

Every job and position carried out is a mandate that must be carried out seriously with a full responsibility. Uphold Polri's code of ethics which includes personality ethics, institutional ethics, state ethics and maintaining relations with the community (National Police of the Republic of Indonesia, 2011a). The challenges facing by Indonesian National Police in the future will be more complex, such as the National Police will be faced with various forms of crime ranging from street crimes, conventional crimes, crimes against state assets and transnational crime. In addition, the Police are also confronted with various forms of Kamtibmas disruption that have contingency implications such as mass riots that triggered by various factors that can develop so that it can disrupt security stability.

The implementation of the main tasks of the Yogyakarta Polri Polsek

Kotagede has a vision to improve the professionalism of personnel by attending education and training organized by the unit; modernizing in improving public services; supporting internal reforms of the National Police towards a clean and free of KKN (Corruption Collusion and Nepotism) in order to realize objective, transparent, accountable and fair law enforcement. The mission of the Polsek Kotagede is to improve the quality of excellent service to the community so that it can increase public trust towards the Police; conduct prevention / early detection of any threats to security threats that may occur in the area; improve the maintenance of security, public order by involving side agencies and the community as a form of police synergy; conduct law enforcement in a professional, fair, upholding human rights and anti-KKN (Wikipedia, 2020).

Because of the existence of the main tasks mentioned in the Act, every member of the National Police has the same role in providing public services to the increasingly complex society, problems in the community as law enforcement officers in carrying out their duties (Wikipedia, 2020), the police are required to instill a sense of trust in society, because the legal authority essentially means instilling the value of trust in the community, so that the Police are required to have professionalism in carrying out their duties.

The manifestation of community expectations is clearly reflected if the performance displayed by officers can simultaneously be able to meet the expectations of the community, it will get sympathy and support (Eisenberger, 2002; DG Allen, Shore, & Griffeth, 2003). Related research also shows that the perception of fairness in an organization will have a positive influence on the performance of police officers which affects the community's trust in police members (Carr & Maxwell, 2017). Therefore, as a community, we need to actively support and participate in the

implementation of the duties of members of the National Police.

The implementation of police duties that must meet the expectations of the community certainly cannot be avoided from the many weaknesses (Sarendeng, Lumolos, & Kimbal, 2017) and obstacles in managing performance in the field. Internal obstacles encountered in managing the performance of Polri members are the mismatch of availability and needs for the quantity and quality of Polri members, infrastructure, budget, education and training. External constraints faced by such discrepancies in the jurisdiction of Police with administrative area, a mismatch of competence by placement in function, not optimal database, and the unsynchronized pattern of performance assessment with the pattern of reward (Mayastinasari, Earlyanti, and Syafruddin, 2019). This affects the performance of Polri members, such as stress, decreased motivation to work, fatigue, and so forth.

One indicator of the good performance of the National Police Officer is the lack of complaints from the public, from this side it still needs further analysis, because in the past year the data collection on complaints has been handled well, but it also makes a different interpretation, whether complaints from this community are included as intentionally reported or they are reluctant to report their dissatisfaction. Many events occurred and made people reluctant to report poor performance by members of the National Police. Like research in Banjarnegara which conducted research on the extent of public satisfaction with the performance of members of the National Police (Sumino & Sutrischastini, 2017). The results showed that the community was not satisfied with the services provided by Polri members. Therefore, the use of facilities and infrastructure also needs to get a place so that the determination and evaluation of members' performance can be achieved properly.

The above perspective confirms that performance of a Police is absolutely necessary. According to Sutrisno (2016) performance is someone's success in carrying out tasks, working results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the assigned tasks and the quantity, quality and time spent in carrying out the task. According to Mangkunegara (2011) indicators of employee performance are as follows: 1. Quality of Work, how good an employee does what should be done; 2. Work Quantity, how long does an employee work in one day. This work quantity can be seen from the speed of work of each employee respectively; 3. Execution of Tasks, to what extent employees are able to carry out their work accurately or without errors; 4. Responsibility, awareness of the obligation to do the job accurately or there are no mistakes.

The performance of the Republic of Indonesia National Police or the National Police in the field of security and law enforcement has not been able to satisfy the social science expert group. Its performance is even in the bottom of the survey conducted by the Indonesian Institute of Sciences (LIPI). The survey, which involved 145 political, economic, socio-cultural and defense-security experts, took place from April to July 2018 in 11 provinces. Only 13.10% of respondents said they were satisfied with the National Police, a similar number to that obtained by political parties so that both institutions were at the bottom of the list. As many as 57.9% of respondents considered the performance of the National Police classified as poor, while 25.5% of experts considered very poor. Professor of LIPI Political Science Research, Syamsuddin Haris, when asked for a response in Jakarta on Tuesday (11/08/2018) did not deny that the results of the LIPI survey are different from other

institutions that still put the National Police as an institution that performs quite well. The reason is that the LIPI survey was taken from experts using a nonprobability sampling or the sample chosen based on certain criteria (Qibla, 2018).

According to researchers, the performance of Polri members all over the place is influenced by internal factors include talent, intelligence, and personality, such as organizational commitment, while external/work environment factors include wages / salaries, equipment, organizational support, and so on. Thus, the police unit should foster organizational commitment/loyalty of its members in addition to provide organizational support such as career development, promotion, promotion, salary increases on a regular basis. To improve the performance of members of the police in all fields both in operational and staff, it is necessary to pay attention to factors that affect performance. According to Simanjuntak in Widodo (2015) performance is influenced by: a. Quality and ability of employees, matters relating to education / training, work ethic, work motivation, mental attitude, and physical condition of employees; b. Supporting facilities, namely matters relating to the work environment (occupational safety, occupational health, production facilities, technology) and matters relating to employee welfare (wages / salaries, social security, job security); c. Supra-facilities, namely matters relating to government policy and industrial relations management.

According to Zurnali (2010), organizational commitment is a psychological condition that characterizes employee relations with the organization or its implications that affect whether employees will continue to survive in an organization or not, which are identified in three components namely affective commitment, continuous commitment, and also normative commitment. The work environment that supports the duties of

members also affects the performance of members, although the work environment in the Police includes two things, that are the external environment and internal environment. This condition if in a state of support and mutual positive contribution will improve the performance of these members. Moreover, the influence of leadership must change towards a more service concept and be able to motivate and care for the performance of subordinates, in this case organizational commitment can improve member performance. This is in accordance with the opinion of Amilin and Dewi (2008) organizational commitment is employee loyalty to the organization through the acceptance of the goals of organizational values, willingness or willingness to try to be a part of the organization, as well as the desire to survive in the organization.

Knowing how the influence of organizational commitment on performance in the Kotagede Police Station, Yogyakarta used instruments that are already owned by the police organization, namely the Performance Management System (SMK). Performance Management System (SMK) is a system used to measure and identify the performance of Polri members so that it is aligned with the vision and mission of the police organization. The function of performance consideration is to guarantee performance objectivity in career development, development education, and the provision of work benefits for members of the National Police (Heri, 2019).

Based on the explanation, this study aimed at testing the hypothesis that there is an influence of organizational commitment on the performance of Polri members, especially in Kotagede Sector Police, Yogyakarta.

## **Methods**

The subjects of the study were all members of the Yogyakarta Kotagede Polri

starting from Bintara to Perwira which the total is 59 officers. The method of taking data on organizational commitment uses the Likert scale model while the method of performance measurement uses the Performance Management System (SMK) National Police. To guarantee the objectivity of the data, the instrument of organizational commitment will be tested to ensure its validity and reliability, while for the performance evaluation uses standardized Performance Management System (SMK) that have been used in the National Police based on Law No. 2 of 2003 concerning the National Police of the Republic of Indonesia (Government of the Republic of Indonesia, 2003) and National Police Regulation No. 16 of 2011 concerning Performance Appraisal of Civil Servants in Polri with SMK and the results of their assessments have been used in policies for career promotion, education and promotion (National Police of the Republic of Indonesia, 2011b). Therefore, the Performance Management System (SMK) as an instrument does not need to be tested again for validity and reliability. In testing the organizational commitment, the validity of the item is obtained  $r > 0.232$  so that all items are used, none are dropped.

The data analysis method uses simple regression analysis statistics. Before using regression analysis, it is necessary to test the assumption, namely the residual value normality test (for the value of organizational commitment as an independent variable). The method for testing the assumption of item validity uses the product moment / Pearson technique. Analysis of the assumption test and the regression line test use SPSS 21 statistical program.

### **Findings and Discussion**

Based on the results of the hypothesis test analysis, it showed that the significance value was 0.05 and the value of  $t = 8.430$ . When compared with the  $t$  table

the value is greater than 0.67882, so based on the results of the significance and  $t$  value indicates that the hypothesis is accepted or there is an influence of organizational commitment to performance. In accordance with the hypothesis of organizational commitment affecting the performance of the National Police, the influence can be illustrated through the regression line equation obtained, namely  $y = 87,259 - 0,359x$ . This means that if there is no influence of organizational commitment, the consistency value of Polri's performance is constant at 87,259. Every 1% increase in organizational commitment within the National Police, the performance will increase by -0.359. Because the regression coefficient value is minus, then it can be said that organizational commitment has a negative effect on the performance of the National Police in Kotagede Sector Police, Yogyakarta.

The magnitude of the coefficient of determination or effective contribution to the performance of the National Police in this study can be obtained from the value of square R. Value of square R of 0.129 means that there is an effective contribution of organizational commitment to performance of 12.9% and the remaining 79.1% is influenced by other variables not examined.

### **Discussion**

Based on the results of the analysis of the data provides information that there is an influence of organizational commitment to the performance of the Police of 12.9%. This is relevant to research conducted by Okto, et al (P, Swasto, & Utami, 2014) which examines the influence of organizational commitment on employee performance in a company. However, not only the performance commitment in the study but also influenced by work together motivation by 53.9%.

Other relevant research was also reviewed by Amirul (Akbar et al., 2017) who has examined the influence of

organizational commitment on employee performance in a company. The organizational commitment consists of affective commitment, continuity commitment and normative commitment which together have a positive and significant effect on employee performance. Organizational commitment consists of affective commitment, continuous commitment, and normative commitment (Allen & Meyer, 1990). A strong affective commitment will make employees always ready and available to the organization because they want to stay (because they want to). A strong continuous commitment makes an employee must stay with the organization (because they have to). Whereas normative commitment makes strong employees feellive together (that they have tobecause they fell that they have to). Every commitment of the organization is believed to lead the emotional characteristics such as loyalty and solidity among fellow members of the National Police (Mardiawan & Mustika, 2019), so that the higher the commitment of the organization, the higher the achievement of the duties and responsibilities of members.

Relevant research on the performance of Polri members was also conducted by Menik, et al (Rahayu, Firdiansjah, & Respati, 2019) who examined the existence of a significant influence between organizational commitment and the performance of Polri members in South Kalimantan. Not only organizational commitment, compensation and work motivation also significantly influence the performance of Polri members. Although there are several similarities with this research on aspects of organizational commitment, among these three aspects work motivation has a dominant influence on the performance of members of the National Police in South Kalimantan.

Other research that also examines the performance of the National Police is affected by organizational commitment is

research by Arif, et al (Bibiharta, Bachri, & Dewi, 2018). Not only examines the influence of organizational commitment, but there is also the effect of compensation on the performance of Polri members in Banjarmasin. The results of the study indicate that there is an influence of organizational commitment and compensation simultaneously and partially on their performance. These results indicate that the analysis used is multiple regression analysis that is different from this study in which using simple regression analysis.

Other relevant research is also available at members of the Detachment 88 AT Polri. The results of the study show that not only organizational commitment has an impact on member performance, but also has an impact on leadership style, organizational culture, and professionalism (Pertiwi, Putriana, & Derriawan, 2019). The study is different from this study, which only measures organizational commitment where another 87.1% is influenced by variables not examined.

Organizational commitment that is embedded in a Polri member that can affect its performance can also have different perceptions about the commitment of the organization itself. Research that shows differences in perceptions about organizational commitment is produced by investigating the perceptions of police members from two countries about organizational support that can affect the effectiveness and behavior of police members during work (Boateng & Wu, 2018) or in other words it can affect the performance of police members. Perceptions of organizational commitment in police institutions turned out to have significant differences depending on the culture of the local area. In addition to regional culture, organizational social capital is also one source of differences in the perception of organizational commitment (Bakiev & Kapucu, 2012).

Based on the related research examples discussed earlier, many factors

affect performance. Internal factors such as work motivation, organizational commitment, organizational culture, and professionalism as well as external factors such as compensation, organizational support, and leadership style of Polri leader leaders. According to A. Dale Timple (Mangkunegara, 2011) factors that can affect performance consist of internal and external factors. Internal factors can be related to someone's character, for example hard workers or poor workers who have no motivation at work and have no willingness to try to improve their abilities. While the external factors can be influenced by the environment, for example coworkers, subordinates or leaders, and the atmosphere of the organization.

When linked with this research, organizational commitment is one of the internal factors that affects the performance of Polri members in the Sector Police, Kotagede, Yogyakarta. Internal and external factors have a psychological impact that can impact on actions / performance (Mangkunegara, 2011). It would be nice if in a job fully supported by good internal and external factors, therefore, it can produce better performance as well. For that reason, further research is needed to investigate what internal and external factors affect the performance of Polri members in Kotagede Sector Police, Yogyakarta so that the results can be evaluated.

However, the influence of organizational commitment on the performance of Polri members in Kotagede Sector Police is contrary to the results of research at Bali Police Sector at the Human Resources Bureau. Performance commitment does not prove that there is a significant influence on the performance achievements of its members (Mardiawan & Mustika, 2019). This can be caused by performance commitments that still influence the leader factor. Leadership style of a leader at every level of leadership can affect the organizational commitment of its members, so that it affects the motivation

of members in carrying out tasks individually and in organizations.

Other conflicting research results were also shown in the study of members of the National Police in the South Sulawesi Region. The research has results with the influence of organizational commitment and leadership style that is positive and significant to the performance of the National Police (Dong, Mahfudnurnajamuddin & Latief, 2019). In contrast to this study which had a negative and significant effect on the performance of members of the National Police in Kotagede, Yogyakarta.

Based on the explanation, there are many factors that can affect the performance of members of the National Police in particular. Many studies have examined whether there is a relationship between internal and external factors that can improve performance apart from organizational commitment. However, in carrying out the task, of course sometimes there is a decrease in performance of the Police itself. As in research of police agencies in India, it shows that organizational affective commitment can reduce the personal achievement of a police officer, while organizational continuity commitment can reduce morale so that police officers can also be emotionally depressed and depersonalized (Lambert, Qureshi, Frank, Klahm, & Smith, 2018).

This can also occur in some areas, especially Kotagede, Yogyakarta. Long working hours and dangerous assignments can result in high police work pressure and decreased organizational commitment (Huang, Chang, & Wang, 2019). Therefore, as a community, we can also support and participate in the work of members of the National Police in order to achieve better performance (Sumino & Sutrischastini, 2017). An important moment in the application of human resources is to enable each Polri member to be able to carry out his vision and mission in progressing and developing (Saharuddin, Mus, Latief, &

Budiandriani, 2020). As a community, we can support this by obeying government regulations and submitting reports and complaints properly and politely to follow up on problems that occur in the community with members of the National Police.

Beside the support from the community, the government also needs to support the performance of members of the National Police to be even better. It was written in online media (Triyono & Cicilia, 2017) on July 10, 2017 that government support for the National Police has improved. This is evident from the increase in the 2013 budget which was only Rp 44 trillion and then continued to increase until 2017 to Rp 84 trillion. Tito Karnavian, as the National Police Chief, said that the budget support had a significant impact on the National Police. Support for increasing the budget, has provided sufficient fiscal space for the National Police to improve infrastructure to support the task.

According to President Joko Widodo (Triyono & Cicilia, 2017) although the performance of the police has been better, there still needs to be some improvements. There are five improvements instructed by the president for the National Police, namely reforming the internal management of the National Police by reducing negative cultures such as corruption and a culture of violence, ordering the National Police to strengthen internal and professional solidarity among fellow members of the National Police, reforming public services by modernizing services with information technology, strengthening operational preparedness through early detection and detection of action, and the latest improvement to improve cooperation, coordination, and communication with all elements of society so that order and security in the community can always be conducive. If the instructed improvement goes well and can produce good governance, it will also have a positive effect

on the performance of Polri members (Dong et al., 2019).

Improving the performance of Polri members does not only affect a number of internal and external factors, but it also needs to design specific strategies to improve performance management. Some of the strategies that can help manage performance are the application of knowledge management and the accuracy of rewards. The accuracy of reward this realized by building and integrating databases and the integration of performance appraisal instruments for members of the National Police (Mayastinasari et al., 2019).

The development of the era also requires Polri members to be skilled in the current era or called the 4.0 industrial era. Some strategies that can be done to improve the performance of Polri members are the development of big data, the recruitment of qualified Polri members, Polri talent management, performance management, technology-based capacity building and job design (Heri, 2019). The implementation needs seriousness and continuity so that the performance objectives of members of the National Police are achieved in a long term.

## **Conclusion**

Based on the results of the study, it indicates that there is influence of organizational commitment towards the performance of members of the National Police in Kotagede Sector Police, Yogyakarta. Organizational commitment makes an effective contribution of 12.9% to the performance of members of the National Police while the remaining 87.1% is influenced by other factors outside the organizational commitment, both internal and external factors.

To improve the performance of Polri members to the maximum besides based on organizational commitment, it can be linked to other variables such as work motivation,



organizational culture, sense of professionalism, compensation, organizational support, and leadership style.

Several factors that affect the performance and strategy of improving the performance of Polri members can be a reference for us and other researchers to conduct further research so that it is expected to be able to add other variables that are more powerful which can affect the performance improvement of Polri members as performance evaluation materials.

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