



Analysis Of Organizational Culture, Work Engagement, Transactional Leadership On Organizational Commitment And Their Impact On Improving The Performance Of The Aceh Province National Police Apparatus

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ABSTRACT

Research in human resource management is one of the implementing elements in organizational activities that are tasked and responsible for carrying out organizational and operational activities in the era of digitalization and the global era. Achieving an organization's goals, vision and mission cannot be separated from the role of employees or employees as human resources who ensure the continuity of organizational activities. Organizational development also depends significantly on the performance achievements of employees in the organization itself. Apparatus performance is the result of work in quality and quantity achieved by an apparatus in carrying out his duties following the responsibilities given to him; therefore, human resources who work in the organization should have the ability and talent to improve the quality of their performance. This research aims to analyze a model for improving the performance of the Aceh Province National Police apparatus. The data used is primary data in distributing questionnaires to respondents. Data collection techniques were carried out on respondents, namely the Aceh Province Police apparatus by distributing questionnaires to 175 Aceh Province police apparatus respondents. The data analysis method uses the Structure Equation Modeling (SEM) analysis model using the AMOS statistical analysis tool. In this study, a research hypothesis test was carried out, prepared to answer the research questions; there was an analysis of the influence of organizational culture, work involvement, and transactional leadership on organizational commitment and its impact on the performance of the Aceh Province Police apparatus. Hypothesis testing in the research was carried out partially on the relationship between the independent (exogenous) variables. The dependent (endogenous) variable is prepared based on previous research and theories resulting from expert review. This output includes a final report, a reputable international journal, a Q4 International Journal of Professional Business Review, and a monograph book. The technology readiness level is level 4; the technological components have been validated in a laboratory environment. This research is the object of the Aceh Province police apparatus using primary data collection techniques. The data was analyzed using information technology with the analysis of moment structure (AMOS) application.

Keywords: Organizational culture, work engagement, transactional leadership, organizational commitment, apparatus performance.

INTRODUCTION

Evaluation of police performance in Aceh can be seen from crime statistics, case resolution rates, and public satisfaction with police services in the region. Apart from that, the role of the police in maintaining and building good relations with the community is also an essential factor in assessing their performance. To

obtain accurate information regarding police performance in Aceh, it is recommended to access local news sources, government reports, or related institutions in the Aceh region. The problems and phenomena in this research are especially in the performance of the Aceh Province Police apparatus, which is closely related to organizational culture, work engagement, leadership, and organizational commitment.

This research will examine the organizational culture of the resort police (abbreviated as Polres), which is the command structure of the Republic of Indonesia Police in district/city areas under the control of the Aceh Police. Each Aceh Police is responsible for district or city government administration and supervises several Sector Police (Sector Police) to serve the community in regional security issues. Police require reliable human resources, quality education, provision of various social facilities, and adequate employment opportunities. In the context of community service, the main challenge faced by the Lhokseumawe Police is how to achieve this by creating human resources that can produce optimal organizational performance and commitment to achieve an organization's goals.

The problem of work involvement of Aceh Police officers refers to the level of commitment, motivation, and participation of police officers in their work. This includes how much a person feels bound and involved in the tasks, projects or work activities. High work involvement is characterized by solid motivation, high dedication, and a sense of responsibility towards work. People with high work involvement tend to be more enthusiastic, firmly committed to the organization, and strive to contribute best to their work. Meanwhile, low work engagement can reflect a lack of motivation, dissatisfaction, or indifference to work. People with low work engagement tend to be less motivated, uncommitted and may care less about the quality of the work they do.

Based on the problems above, researchers are interested in conducting research titled "Analysis of Organizational Culture, Work Involvement, Transactional Leadership on Organizational Commitment and Their Impact on Improving the Performance of the National Police Apparatus in Aceh Province.". Based on the phenomenon and background of the problem, the problem is formulated as follows.

OBJECTIVES AND BENEFITS OF STUDY

Based on the background and problem formulation that has been conveyed above, this study aims to :

1. What is the influence of organizational culture, work involvement and transactional leadership on the organizational commitment of the Aceh Province Police Service?
2. What is the influence of organizational culture, work involvement, transactional leadership and organizational commitment on the performance of the Aceh Province National Police Apparatus?
3. How does organizational commitment influence the performance of the Aceh Province Police Apparatus?

LITERATURE REVIEW

Theory of Organization Culture

This research is based on a study of several theories from management science experts (Senen et al., 2020) (Hofstede, 1980), who state that organizational culture is very complex because of many insecurities about the concept. Still, most definitions of corporate culture recognize the importance of norms and values as clues to organizational behavior participation. One of the essential managerial implications of organizational culture is related to selection decisions; hiring individuals whose values are not in line with corporate values will result in employees who lack motivation and commitment and are not satisfied with their work and the organization (Hanaysha, 2016) and (Kapetaneas et al., 2015). The role of organizational culture in business organization aims to develop and plan human resources management, in recruitment and selection, learning and evolution, labor relations and working climate in business, health, safety, prosperity, fulfillment of regulatory requirements for employees, equal opportunities, and any other matter relating to the employment relationship. (Belias & Koustelios, 2014) (Candra Fitriani & Sumarno, 2021).

Theory of Work Engagement

Work engagement measures the extent to which individuals psychologically value their work and attach importance to the level of performance achieved as self-reward (Senen et al., 2020). Work involvement is an apparatus with high work involvement, characterized by the apparatus having high concern for work, a feeling of psychological attachment to his work, and a strong belief in his ability to complete the work; employee engagement has become a high priority for all organizations, as to the turn a company into a success requires high competence and high employee involvement, (Aziez, 2022). One concept that supports well-being in the workplace is work involvement, which leads to positive work results, including organizational commitment; currently, employee engagement is a topic of discussion in managing and developing human resources in government and private organizations. Many believe that employee involvement in their work can help improve overall organizational performance (Pacuing, 2023). According to (Bale & Pillay, 2021), apparatus work involvement usually consists of the work and their involvement in the company. Job involvement is more directed towards fulfilling psychological conditions due to the work carried out in the workplace. Involvement in the company focuses more on the concept of motivation, which shows the existence of physical, cognitive, and affective energy, which together contribute to the optimal performance provided to the company (Albdour & Altarawneh, 2014). This indicates that employees with

high work involvement will really side with the company and care about the work assigned to them (Abdullah et al., 2020).

Theory of Transactional Leadership

Leadership style is essential in this century to influence subordinates. According to (Wongyanon et al., 2015), transactional leadership is different from transformational leadership because transactional leaders do not adapt to the needs of followers or focus on their personal development. Transactional leaders exchange values with followers to develop their programs and those of followers (Matriadi et al., 2021). Several studies have examined leadership styles, including Transactional Leaders, who guide their followers toward achieving goals and task requirements. Transactional leaders drive or motivate their followers toward predetermined goals by clarifying their roles and tasks (Ejere & Abasilim, 2013). The More Traditional Transactional Leadership involves an exchange relationship between leaders and followers. Traditional transactional leadership includes an exchange relationship between leaders and followers. In research, transactional leadership can affect values, but these values are relevant to exchange processes such as honesty, responsibility, and reciprocity (Marbawi, 2020); transactional leadership is a leadership style in which a leader focuses on interpersonal transactions between leaders and employees involving exchange relationships. These exchanges are based on agreements regarding goal classification, work standards, work assignments, and rewards.

Theory of Organization Commitment

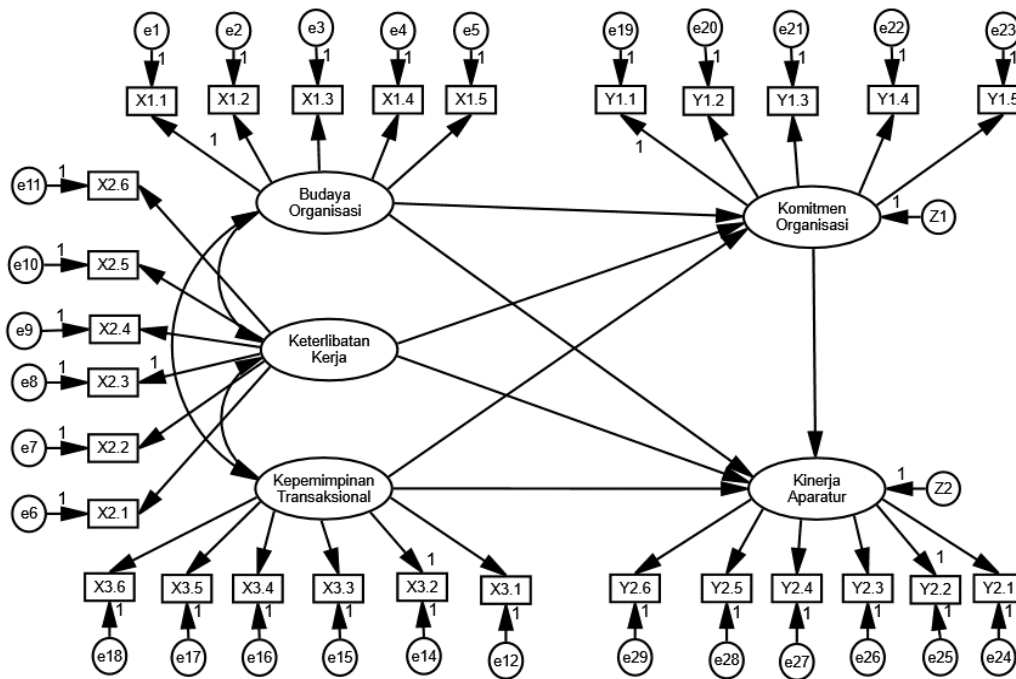
Organizational commitment is a strong desire to remain a member of a particular organization, the willingness to strive hard to follow the organization's wishes, and certain beliefs and acceptance of the organization's values and goals (Buyung Satria Permana, 2019). In other words, it is an attitude reflecting apparatus loyalty to the organization and an ongoing process in which members express their concern for the organization and its success and sustainable progress (Zulfikar et al., 2021). Organizational commitment is the strength of an individual's identification and involvement with the organization (Luthans, 2015) (Maisa Putra et al., 2021). High commitment is characterized by a strong belief and acceptance of the organization's goals and values, a strong willingness to work for the organization, and a strong desire to remain a member (Fauzi, 2016). Commitment appears in three separate but closely related forms of attitude: first, identification with the organization's mission; second, psychological involvement with organizational tasks; and finally, loyalty and attachment to the organization (Robbin, 2015) (Syafwandi et al., 2021).

Theory of Apparatus Performance

Performance is the output produced by the functions or indicators of a job or profession within a specific time (Al-Kharabsheh et al., 2023); in this case, work is the activity of completing something or making something that only requires energy and skills. Blue-collar workers carry out specific jobs, including bus drivers, housemaids, barbers, and so on (Ayu Putu Widani Sugianingrat et al., 2019). Performance is natural behavior displayed by each person as a work achievement produced by employees following their role in the company, so apparatus performance is essential in the company's efforts to achieve its goals. Performance is how work takes place to achieve maximum results (Siswoyo Adi Wijaya et al., 2023). Performance is the result of work that can be accomplished by a person or group of people in an organization, by the authority and responsibility of each to achieve the goals of the organization concerned is legal, does not violate the law, and following the norms and ethics of (Ari Lasta Irawan, Marbawi, 2023) and (Banuari et al., 2021)

CONCEPTUAL FRAMEWORK

According to Sekaran (2018), the framework of thinking is the rationale of research synthesized from facts, observations, and research studies. The framework includes theories, propositions, or concepts that will be the basis of research. The relationship between the variables used in this study can be seen in Figure 1 below:



Source: Marbawi (2022) Yusriadi (2020) Ari Lasta (2023), Siswoyo (2023), Zulfikar (2020)
 Figure 1. Conceptual framework

RESEARCH HYPOTHESIS

The hypothesis is an idea to look for facts that must be collected. The theory is a temporary question or the most probable allegation that still needs to be sought (Uma Sekaran, 2014). Based on the above framework and research conducted by several previous researchers, a hypothesis can be prepared as follows:

- H₁ = There is an influence of organization culture on the organization commitment of the Aceh Province Police Service
- H₂ = Work engagement influences the organization's commitment to the Aceh Province Police Service.
- H₃ = Transactional leadership style affects the organizational commitment of the Aceh Province Police Service.
- H₄ = Organizational culture influences the apparatus performance of the Aceh Province Police Service.
- H₅ = Work engagement affects the apparatus performance of the Aceh Province Police Service.
- H₆ = Transactional leadership influences the apparatus of the Aceh Province Police Service.
- H₇ = Organization commitment influences the apparatus performance of the Aceh Province Police Service.

RESEARCH METHODS

Location

The research location is in a senior high on apparatus performance of the Aceh Province Police Service.

Population and Sample

According to (Joseph F. Hair JR, 2017), "Population is a combination of all elements in the form of events, things or people who have similar characteristics that are the center of a researcher's attention because it is seen as a universe of research. So, the Population in this study is the apparatus performance of the Aceh Province Police Service, with as many as 442 respondents. The sample is a subset of the Population, consisting of several members; in this study, the sampling technique was carried out by the stratified random sampling method, so the sample in this study was 175 in the apparatus of the Aceh Province Police Service.

The Technique of Data Collection

The research conducted uses primary data obtained through respondents of company employees, where respondents will provide written responses in response to the statements given; the source of the data in this study is primary data, and the data collection technique used in this study is to use a questionnaire, a questionnaire is a tool in the form of a series of questions submitted in writing submitted to subjects to get answers in writing from the apparatus Of the Aceh Province Police Service analyzes the transactional leadership, organization culture, job satisfaction, and apparatus performance in of the Aceh Province Police Service.

The Technique of Data Analysis

The data analysis method is carried out after collecting data and information in the field, so to manage the data and information, the author uses The Structural Equation Model (SEM) method in the model and hypothesis testing. The authors use the Structural Equation Model (SEM) method in the model and hypothesis testing; SEM or structural equation models are statistical techniques that allow testing a series of relative relationships complicated cumulatively (Joseph F. Hair JR, 2017). In this study, two types of analytical methods are used, namely:

1. Confirmatory factor analysis in SEM is used to confirm the most dominant factors in a group of variables.
2. Regression Weight in SEM is used to examine how much influence between the variables.

RESULT AND DISCUSSION

Result Analysis

The analysis of the confirmatory factor or CFA of the exogenous construct consists of two latent variables: organizational culture, work engagement, and transactional leadership, where four indicators form the organization culture variable, work engagement is formed with four indicators, and transactional leadership is developed with five indicators. In contrast, five indicators include the endogenous construct of the organization commitment variable. In comparison, apparatus performance is formed by five indicators. A CFA test is performed for each latent variable to see the indicators that make up the latent construct, which can be described below. Based on the results of data analysis that has been collected on 175 respondents, a structural study (SEM) will be presented as follows:

Confirmatory Factor Analysis Eksogen Construct

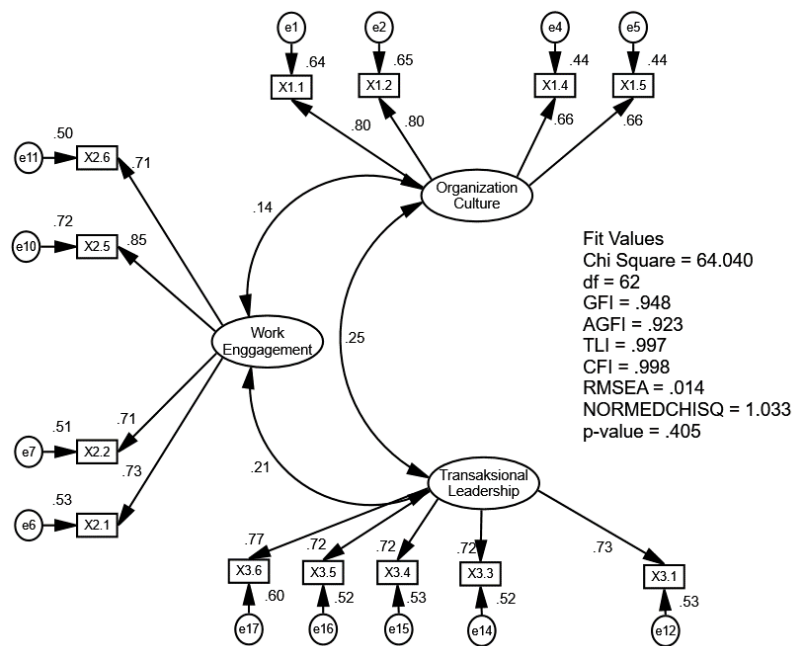


Figure: 2 CFA Construct Eksogen

Table 1: Factor Loading CFA Endogen Contract

Regression Weights	Estimate	Cut Off	Conclusion
X1.1 <--- Organization Culture	.797	≥ 0.60	Valid
X1.2 <--- Organization Culture	.804	≥ 0.60	Valid
X1.4 <--- Organization Culture	.665	≥ 0.60	Valid
X1.5 <--- Organization Culture	.664	≥ 0.60	Valid
X3.3 <--- Transactional Leadership	.721	≥ 0.60	Valid
X3.4 <--- Transactional Leadership	.725	≥ 0.60	Valid
X3.5 <--- Transactional Leadership	.723	≥ 0.60	Valid
X3.6 <--- Transactional Leadership	.772	≥ 0.60	Valid
X3.1 <--- Transactional Leadership	.729	≥ 0.60	Valid
X2.5 <--- Work Engagement	.850	≥ 0.60	Valid
X2.6 <--- Work Engagement	.706	≥ 0.60	Valid
X2.2 <--- Work Engagement	.713	≥ 0.60	Valid
X2.1 <--- Work Engagement	.729	≥ 0.60	Valid

Source: The result of the study is analyzed by Amos (2023)

Results of Confirmatory Factor Analysis for Exogenous Constructs Table 1 above is used to test the unidimensionality of the latent constructing indicators above-showing loading factors of all the exogenous latent constructing indicators > 0.60 so the results of the measurement model following the criteria specified in SEM so that the measurement model can proceed next step. The endogenous constructive CFA test consisting of a job satisfaction construct of 5 indicators and apparatus performance with 5 indicators based on a confirmatory analysis of the construct can be seen in Figure 2 below :

Confirmatory Factor Analysis Construct Endogen

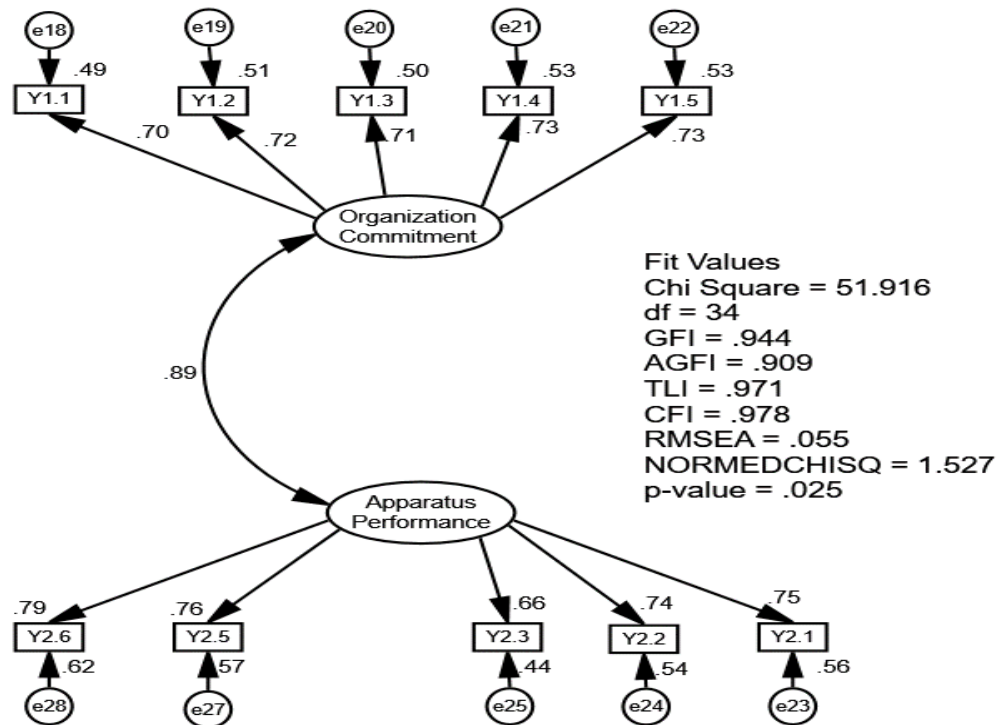


Figure : 3 CFA Construct Endogen

Table 2: Factor Loading CFA Construct Endogen

Regression Weights		Estimate	Cut Off	Conclusion
Y1.1	<--- Organization Commitment	.699	≥ 0.60	Valid
Y1.2	<--- Organization Commitment	.716	≥ 0.60	Valid
Y1.3	<--- Organization Commitment	.706	≥ 0.60	Valid
Y1.4	<--- Organization Commitment	.729	≥ 0.60	Valid
Y1.5	<--- Organization Commitment	.726	≥ 0.60	Valid
Y2.1	<--- Apparatus Performace	.751	≥ 0.60	Valid
Y2.2	<--- Apparatus Performace	.735	≥ 0.60	Valid
Y2.3	<--- Apparatus Performace	.660	≥ 0.60	Valid
Y2.5	<--- Apparatus Performace	.756	≥ 0.60	Valid
Y2.6	<--- Apparatus Performace	.786	≥ 0.60	Valid

Source: The result of the study is analyzed by Amos (2023)

The results of the Confirmatory Factor Analysis for the endogenous contract of Figure 3 above are used to test the unidimensionality of the latent constructing indicator having a loading factor for all endogenous construct constructing indicators > 0.60. The next stage can be continued for structural equation model analysis (Full SEM model); see Figure 4 below :

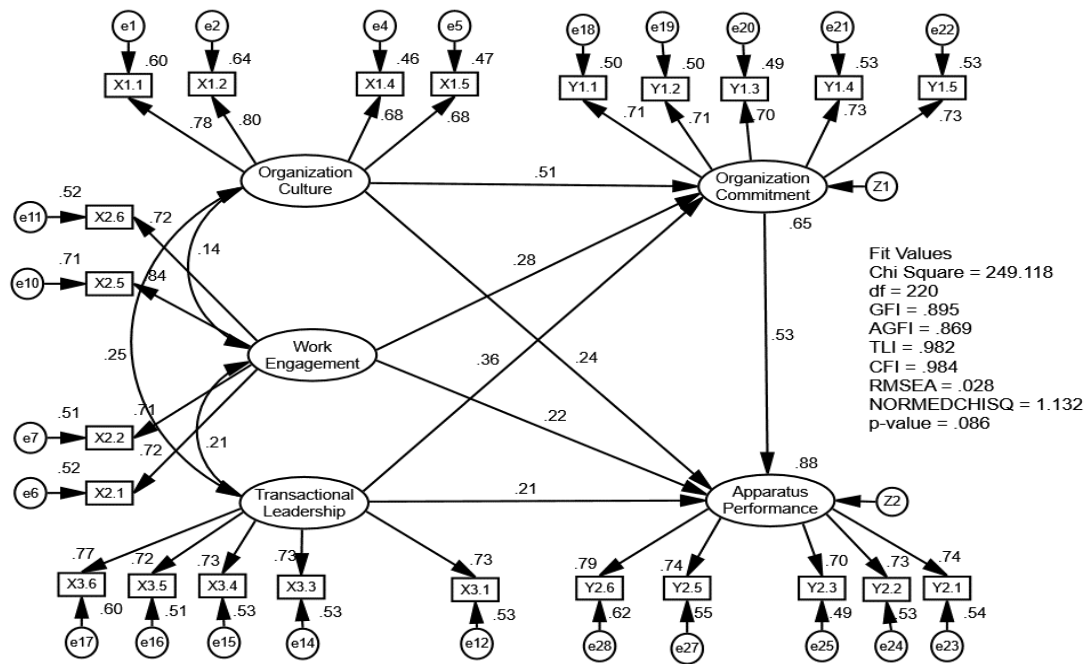


Figure: 4 Full Model Structural Equation Modeling (SEM)

The results of the structural model for the endogenous contract of Figure 4 above used to test the unidimensionality show the value of the model results following the goodness of fit criteria so that the model can be accepted.

Table 3. Goodness of Fit Index to Full Model

Goodness of Fit Index	Cut-off Value	Result Analysis	Model Evaluation
X ² Chi-Square	Expected small	249.118	Good
Probability	≥ 0.05	0.086	Good
GFI	≥ 0.90	0.895	Good
AGFI	≥ 0.90	0.869	Good
CFI	≥ 0.95	0.984	Good
TLI	≥ 0.95	0.982	Good
CMIN/DF	≤ 2	1.132	Good
RMSEA	≤ 0.08	0.028	Good

Source: The result of the study is analyzed by Amos (2023)

Table 4 above shows that the suitability test of this model produces a good level of acceptance of the fit model so that it can be concluded that the resulting model can test the hypotheses that have been prepared and can answer all the above problem formulations.

DISCUSSION

Based on the results of data analysis using a structural model (SEM) and to answer the hypotheses that have been prepared above, the results of this study will be reported with theory, expert opinion, and previous research, namely:

Table 4: The Influence of Construct Eksogen toward Construct Endogen

Regression Weights		Est.	Est. Std.	S.E.	C.R.	P
Organization_Commitment	<--- Organization_Culture	.416	.511	.069	6.007	***
Organization_Commitment	<--- Work_Engagement	.254	.283	.066	3.837	***
Organization_Commitment	<--- Transactional_Leadership	.321	.364	.069	4.617	***
Apparatus_Performance	<--- Organization_Culture	.224	.242	.076	2.943	.003
Apparatus_Performance	<--- Work_Engagement	.224	.219	.066	3.405	***
Apparatus_Performance	<--- Transactional_Leadership	.212	.211	.070	3.026	.002
Apparatus_Performance	<--- Organization_Commitment	.603	.529	.135	4.460	***

Source: The result of the study is analyzed by Amos (2023)

Table 4 above shows that the results of structural equation (SEM) have been analyzed according to the stages in SEM modeling, including confirmatory factor analysis, convergent validity, construct reliability, discriminant validity, and SEM assumptions that have met the requirements of structural models, so discussions and studies can be carried out from the results of the study as follows:

1. The direct influence of Organization Culture on organization commitment has an estimated value of 0.511 (51.1%) and a significant value of 0.000 less than 0.05 it can be concluded that there is a considerable influence and accepts the first hypothesis (H_1), which states Organization Culture has a positive and significant effect on organization commitment of the Aceh Province Police Service.
2. The direct influence of work engagement on organization commitment has an estimated value of 0.283 (28.3%) and a significant value of 0.000 less than 0.05, which means that there is a considerable influence and accepts the second hypothesis (H_2) which states that organizational culture has a positive and significant effect on organization commitment of the Aceh Province Police Service.
3. The direct influence of transactional leadership on organization commitment has an estimated value of 0.364 (36.4%) and a significant value of 0.005 greater than 0.05, which means that there is a considerable influence and accepts the first hypothesis (H_3), which states transactional leadership affects on organization commitment of the Aceh Province Police Service.
4. The direct influence of organizational culture on apparatus performance has an estimated value of 0.242 (24.2%) and a significant value of 0.003, smaller than 0.05, which means that there is a considerable influence and accepts the first hypothesis (H_4), which states that organizational culture affects the apparatus performance of the Aceh Province Police Service.
5. The direct effect of work engagement on apparatus performance has an estimated value of 0.219 (21.9%) and a significant value of 0.000 smaller than 0.05, which means that there is an influence so that it accepts hypothesis seven (H_5) which states that work engagement has a positive and significant effect on the apparatus performance of the Aceh Province Police Service.
6. The direct influence of transactional leadership on apparatus performance has an estimated value of 0.211 (21.1%) and a significant value of 0.002, more diminutive than 0.05, which means that there is a considerable influence and accepts the first hypothesis (H_6), which states that transactional leadership affects the apparatus performance of the Aceh Province Police Service.
7. The direct effect of organization commitment on apparatus performance has an estimated value of 0.529 (52.9%) and a significant value of 0.000 smaller than 0.05, which means that there is an influence so that it accepts hypothesis seven (H_7) which states that organization commitment has a positive and significant effect on the apparatus performance of the Aceh Province Police Service.

CONCLUSION

Based on data analysis and discussion, several things can be concluded as follows:

1. Organizational culture has a positive and significant effect on the organizational commitment of the Aceh Province Police Service.
2. Work engagement positively and significantly affects the organization's commitment to the Aceh Province Police Service.
3. Transactional leadership positively and significantly affects the organization's commitment to the Aceh Province Police Service.
4. Organizational culture positively and significantly affects the apparatus performance of the Aceh Province Police Service.
5. Work engagement positively and significantly affects the apparatus performance of the Aceh Province Police Service.
6. Transactional leadership positively and significantly affects the apparatus performance of the Aceh Province Police Service.
7. Organizational commitment positively and significantly affects the apparatus performance of the Aceh Province Police Service.

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