

THE ROLE OF ORGANIZATIONAL COMMITMENT AS A MEDIATION OF THE TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE EFFECT ON THE PERFORMANCE OF REGIONAL POLICE OFFICER IN SOUTHEAST SULAWESI WORK AREA

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Abstract— These This study aims to analyze and determine the effect of transformational leadership and organizational culture on organizational commitment, the effect of transformational leadership and organizational culture on performance, the effect of organizational commitment to performance and the role of organizational commitment in mediating the effect of transformational leadership and organizational culture on performance. The population of this present study is all national police officers of the Southeast Sulawesi in the number of 1,232 consisting of 27 work units (SATKER). The sample size is determined through the formula Yamane and Slovin, this refers to Riduwan's opinion (2012: 49) that the sampling technique employs the formula from Yamane and Slovin with a total of 290 samples. Based on the results and discussion, the conclusions can be drawn: (1) Transformational leadership has a positive and significant effect on organizational commitment. (2) The culture of organization has a positive and significant effect on organizational commitment. (3) Transformational leadership has a positive and significant effect on the performance of Indonesian Police Officer. (4) Organizational culture has a positive and insignificant effect on the performance of Indonesian Police Officer. (5) Organizational commitment has a positive and significant effect on the performance of Indonesian Police Officer. (6) Organizational commitment does not play a role as the mediating variable on the effect of transformational leadership on the performance of Indonesian Police Officer. (7) Organizational commitment play a role as the variable that mediates the effect of organizational culture on the performance of Indonesian Police Officer in the Southeast Sulawesi Regional Police.

Index Terms— Transformational Leadership, Organizational Culture, Organizational Commitment, Employee Performance

1 INTRODUCTION

Some basic theories used in this study relate to the relationship of variables studied as found by Cannella and Monroe (2002) that transformational leadership is able to build relationships with subordinates so that they can more easily disseminate and implement organizational goals.

Furthermore, Moeljono (2005) argues that increasing evidence that only an effective organizational culture can create improved organizational performance. Thus, this makes employees responsible for their work and increases work performance which means it will also increase the effectiveness and efficiency of work and the quality and quantity of work. Regarding the relationship of organizational commitment to performance, Robbins (2003) concludes it as a situation where an employee take a side with a particular organization and its objectives and intends to maintain membership in the organization and the output of the commission is low productivity and absenteeism.

Based on the presentation results and the definitions from Armstrong (1997), Monroe (2002) and Moelyono (2005), the following are parsed specifically as follows:

First, Leadership is a bond that makes people work together. Today's organizations pay more attention to understanding, developing and enhancing their leadership. Transformational leadership is a modern approach to leadership. Hall et al. (2008) defines transformational leadership as a system for changing and transforming people.

If leaders want to have a positive effect on individuals, groups, and organizations, then leadership must be extended from the old rigid autocratic style to a friendly and contemporary (Dess et al., 1998).

Modern leaders perfectly adopt attitudes that support employees, give them vision, foster hope, encourage them to think innovatively, think individually and expand communication. All of these factors are the main features of transformational leadership styles that lead to increasing organizational strength and increasing the level of job satisfaction and organizational commitment in the workforce.

Burns (1978) was the first person to provide the concept of transformational leadership. He claims that transformational leadership is observed when leaders encourage followers to

raise their moral levels, motivations, beliefs, perceptions, and coalitions with organizational goals.

Bass and Avolio (1995) continue Burns's work and divide transformational leadership into four components; charismatic role modeling, individualized consideration, inspirational motivation, and intellectual stimulation. Schepers et al. (2005) claim that transformational leaders allow employees to think creatively, analyze problems from various angles and explore new and better solutions of problems using technology. Gill et al. (2006) affirm that organizations can reduce work stress and burn by applying transformational leadership.

Second, organizational culture is a pattern of all arrangements, both material and behavior that have been adopted by society as a traditional way to solve the problems of its members. Moreover, it is explained that the organization is a pattern of beliefs and organizational values that are understood, imbued and practiced by the organization so that the pattern gives its own meaning and becomes the basis for the rules of behavior in the organization.

Organizational culture is well-established in the organization which will effect employee behaviour which in turn will lead to improved performance. With the formation of a good organizational culture, it will cause more employees to work to achieve higher performance. Organizational culture will enhance high-level creativity (Sami, et al., 2011).

To increase organizational commitment, employees will be involved to complete all tasks and responsibilities. Building organizational commitment becomes more useful, because it can make the organization a pleasant place to work. Setyaningdyah et al. (2013) states that organizational commitment given to employees is one of the most influential variables on the level of organizational performance.

Organizational commitment shows the strength of involvement and loyalty to the organization. It shows trust, ability, and a strong desire to involve and protect themselves in the organization, so that it will be an effective component in improving employee performance.

The theoretical basis for guidance in understanding the concept of organizational culture has been widely expressed by experts as a very important factor for improving organizational performance. Lee and Kamarul (2009) stated that organizational culture and commitment cannot be separated in order to improve organizational performance. Therefore, in practice, it is needed a pattern of interaction between culture and commitment. The stronger the culture and work commitment, the stronger the drive for achievement.

Shu-Mei Tseng (2010) states that organizational culture can significantly support or hinder the success of knowledge management initiatives. In order to improve organizational performance, the specific role of organizational culture is to help create a sense of belonging to the organization; creating emotional attachment between the organization and the workers involved in it; help create organizational stability as a social system and find patterns of behavior guidelines as a result of norms / habits that are formed in everyday life.

Third, Organizational Commitment as one of the factors that determine employee performance. Work commitment is the degree to which a person identifies himself as a part and

organization and wishes to continue active participation in it. Empirical studies that support the effect of work commitment on organizational performance, research Nele Dan Hans (2011) found that high commitment can improve employee performance. Lee & Kamarul (2009) which states that low commitment is influenced by high absenteeism, either by reason of illness, family needs or other reasons. This can be explained that someone who has no commitment will make it work out of focus and what it is.

Based on the theoretical studies described earlier, it can be asserted that someone's performance depends on transformational leadership, organizational culture and organizational commitment.

The GAP phenomenon is related to the performance of members of the National Police, occurring within the Southeast Sulawesi Regional Police. This is reflected in the performance management assessment based on the Republic of Indonesia Police Regulation No. 16 of 2011 concerning the Assessment of the Indonesian National Police with a Performance Management System. The utilized indicators in this study refer to the Republic of Indonesia Police Regulation No. 16 of 2011 concerning the Assessment of the Indonesian National Police with a Performance Management System.

Performance Management System is a work system where every member of the police officer must be able to reach the specified performance standards. Performance Standard measurement consists of two factors namely Generic Factor which includes (1) the ability to direct and motivate; (2) social networks; (3) communication; (4) emotional control; (5) change agents; (6) integrity; (7) empathy; (8) administrative management; (9) creativity; and (10) independence. While Specific Factor includes individual performance appraisal which includes work contracts contained in the work contract sheets of each police officer based on the tasks assigned include, (1) harmonization/synchronization; (2) socialization; (3) case exposing; (4) implement the legal aid and advocate; and (5) making a report. The performance appraisal standard is based on the Republic of Indonesia Police Regulation No. 16 of 2011 concerning the Assessment of the Indonesian National Police with a Performance Management System.

The phenomenon that occurs that some members of the National Police have not been able to motivate subordinates to work extra, the ability to control emotions in handling cases handled is still low, the ability to control emotions is low in handling the occurred problems. Additionally, the assessment of the honesty and fairness (integrity) issues have not been fully able to be implemented properly, sincere attention to the people who need help and creativity is low.

Based on the background explanation, this study aims to determine and analyze: the effect of transformational leadership and organizational culture on organizational commitment, the effect of transformational leadership and organizational culture on performance, the effect of organizational commitment on performance, and the role of organizational commitment in mediating the effect of transformational leadership and organizational culture on performance

2 THEORETICAL BACKGROUND

2.1 Transformational Leadership

The main responsibility of an organizational leader is to direct his subordinates towards the achievement of organizational goals by actualizing the vision, mission, strategy and targets (Zaccaro and Bader, 2004). Leaders at each level are responsible for the dissemination of the organization's strategic objectives and convince followers to implement these objectives effectively (Bersona and Avolio, 2004).

Cannella and Monroe (2002) indicate that transformational leadership is able to build relationships with followers in such a way that they can more easily disseminate and implement strategic goals.

A transformational leader is defined as a leader who has a realistic vision of leadership and can convince and guide the organization to achieve an ideal of the future that is better than its current condition. Transformational leadership is always consistent and focused on budget constraints as happened in the charismatic and strategic leadership models (Aditiawan, 2002).

According to Bass B (2005) subordinates transformation process can be achieved through increasing awareness of the importance and value of the expected results, bringing subordinates to increase their personal desires and raise or increase the needs of subordinates. An influential measurement perspective on transformational leadership was developed by Bernard Bass and colleagues. The broad-scale leadership model they developed places transformational, transactional and laissez-faire leadership in a continuum of active-passive leadership and illustrates how these types of leadership are related (Bass and Avolio, 2004).

2.2 Organizational Culture

Understanding Organizational culture has a broad meaning. Luthans (2003), citing the definition of organizational culture put forward by Schein: "A pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptations and internal integration that has worked well enough to be considered valuable and therefore to be taught to new members as the correct way to perceive, think, feel in relation to those problems."

Hofstede (1994) explains that culture is defined as the overall pattern of thoughts, feelings and actions of a social group that distinguishes it from other social groups. Block quoted from Moeliono (2005) argues that increasing evidence that only companies with an effective organizational culture can create increased productivity, increase employee ownership, and ultimately increase company profits. Understanding organizational culture according to Moeliono (2005: 9) it is as a pattern of all arrangements, both material and behavior that have been adopted by society as a traditional way of solving the problems of its members. Furthermore, it was explained that the organization is a pattern of beliefs and organizational values that are understood, imbued and practiced by the organization so that the pattern gives its own meaning and becomes the basis for the rules of behavior in the organization.

Based on the organizational culture dimensions expressed

by the experts, in this study the measurement of organizational culture variables consists of seven indicators: (1) innovation and risk taking, (2) paying attention, (3) results orientation, (4) people orientation, (5) team orientation. Those five indicators are used as measurement of organizational culture variables in this study.

2.3 Organizational Commitment

Commitment is defined as the strong desire of the members of the organization to engage themselves in an organization voluntarily and strive hard for the interests of the organization (Permana, 2005). Thus, commitment is a picture of the loyalty of members of the organization including the organization's leadership towards the organization. Commitment according to Robbins (2003) is as a condition where an employee sided with a particular organization and its objectives and intends to maintain membership in the organization. Robbins further stated that the expected output from the study of organizational behavior is productivity, low absenteeism and job satisfaction. Commitment to work and workplace organization is a subject that is currently receiving increasing attention from organizational behavior researchers.

Nele Dan Hans (2011) organizational commitment is a concept that looks for the nature of love (attachement) that is formed by individuals for the work of their organization. Based on this opinion, work commitment also shows how far the individual identifies the organization and carries out its objectives within the organization. For this reason, work commitment is very important to understand and create within an organization. The creation of individual commitments in an organization is related to the attitude of the individual's move to unite with the goals and objectives and in accordance with the value of the organization concerned. Besides that, it was caused by not getting the promotion of Mahyudi et al., (2019).

This study measures organizational commitment referring to the theory of Allen and Meyer (1990) proposing three forms of organizational commitment, affective commitment, ongoing commitment, and normative commitment.

2.4 Employee Performance

The word 'kinerja' is a translation from English, performance. In Indonesian the term performance is defined as an expression of ability based on knowledge, attitudes, and skills in producing something. Employee performance can be defined as the extent to which a person carries out his responsibilities and duties. Performance is the real behavior displayed by each employee as the performance produced in accordance with their role in the organization.

Bono and Judge (2003) suggest the use of instruments that measure the performance of many specific aspects of behavior, such as (1) innovative behavior, taking initiative, (2) level of potential, (3) time management, (4) achieving quantity and quality of work, (5) self-ability to achieve goals, (6) Relationships with coworkers, and (7) knowledge of the organization's products and competitiveness.

Simamora (2000) states that performance is an achievement of certain job requirements which ultimately can be directly reflected in the output produced in the form of job satisfaction.

faction Wa Ode Nurhasanah et al., (2018), both in quantity and quality. The above insights highlight the performance based on the results achieved by someone after doing work.

Regarding the performance measurement indicators of the National Police, the Republic of Indonesia Police Regulation No. 2 of 2018 regarding the assessment of the Indonesian National Police with the Performance Management System (SMK) was measured through generic factors and specific factors with five indicators: work behavior, reward, punishment, employment contracts, and extra task.

3 THEORETICAL FRAMEWORK AND HYPOTHESES

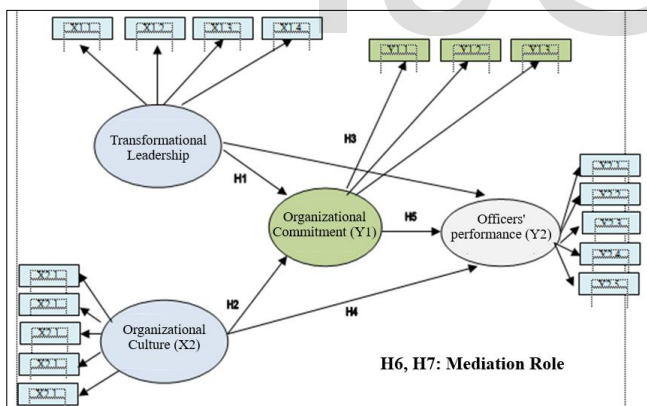
3.1 Theoretical Framework

This research was conducted on South-East Sulawesi Regional Police Members where it was found that the performance evaluation of Polri Members was not in accordance with the expected performance standards based on the performance appraisal standard of the Republic of Indonesia Police Regulation No. 16 of 2011 concerning the Assessment of the Indonesian National Police with the Performance Management System.

Performance measurement in this study uses the Performance Management System (SMK) assessment based on the Republic of Indonesia Police Regulation Number 02 of 2018 which is measured through 2 dimensions with 5 indicators namely (1) Officer Work Behavior (PKA), (2) Rewards (3) Punishment, (4) Employment Contracts and (5) Extra Tasks.

Based on this description, the framework of the present study can be illustrated in Figure 1.1 below:

Figure 1.1. Conceptual Framework



3.2 Hypotheses

Based on the framework that has been stated previously, the hypothesis can be written as follows:

H1: There is a positive and significant effect on transformational leadership (X1) on organizational commitment (Y1) Members of the Southeast Sulawesi Regional Police

H2: There is a positive and significant effect on Organizational Culture (X2) on organizational commitment (Y1) Members of the Southeast Sulawesi Regional Police

H3: There is a positive and significant effect on transformational leadership (X1) on the Performance (Y2) of the Members

of Southeast Sulawesi Regional Police

H4: There is a positive and significant effect on organizational culture (X2) on the performance (Y2) of the Members of Southeast Sulawesi Regional Police

H5: There is a positive and significant effect on organizational commitment (Y1) to the performance (Y2) of the Members of Southeast Sulawesi Regional Police

H6: There is a mediating role of organizational commitment (Y1) on the effect of transformational leadership (X1) on performance (Y2) Members of the Southeast Sulawesi Regional Police

H7: There is a mediating role of organizational commitment (Y1) on the effect of organizational culture (X2) on performance (Y2) Members of the Southeast Sulawesi Regional Police

4 METHODS

The location of this research is the Southeast Sulawesi Regional Police while the object is the Police Officer. The population of this study were all 1,232 members of the Southeast Sulawesi Regional Police consisting of 27 work units (SATKER). To determine the sample size, the formula of Yamane and Slovin is utilized. This refers to the opinion of Riduwan (2012: 49) that the sampling technique uses formulas from Yamane and Slovin with a total of 290 samples.

The data used in this study are secondary and primary data. Secondary data is available to search and collect, which is available on the Southeast Sulawesi Regional Police and literature available from the Internet. Meanwhile, Primary Data was obtained from original sources, those national police officer, who were collected through questionnaires distributed to all respondents.

The technique used to collect primary data is through field research, namely collecting data by: distributing questionnaires, interviews, observations, and documentation. After the data is collected, the data is immediately analyzed to find out the truth of the hypothesis to draw conclusions. Data analysis techniques used in this study are described below. To find out the effect between the variables, the Partial Least Square (PLS) analysis technique is utilized. In measurement, we utilize PLS Smart program version 3.2.7

5 RESULTS AND DISCUSSION

5.1. Evaluation of Model Structural Feasibility

Tests on the structural model are evaluated by taking into account the percentage of variance described, i.e. looking at the value of R² for the dependent latent variable. The closer to the value of 1 means the better the model. Vice versa, if it is below 0 (zero), it will indicate that the model lacks predictive relevance.

The structural model is evaluated by observing the predictive relevance Q² of the model that measures how well the observational value is generated by the model. Q² is based on the value of R Square for all dependent variables. The quantity of Q² has a value with a range of 0 < Q² < 1, the closer to the

value of 1 means the model is getting better. The analysis results are presented in the following table:

Table 5.13. R-Square test results

Structural Model	Dependent Variabel Model	R- Square
1	Organizational Commitment (Y1)	0,382
2	Officers' Performance (Y2)	0,518

Source: Processed Partial Least Square (PLS), 2019 (Appendix 3)

Based on the coefficient of determination (R2), it can be seen Q2 with the following calculation:

$$\begin{aligned}
 Q2 &= 1 - \{(1 - R12) (1 - R22) \dots (1 - Rn2)\} \\
 &= 1 - \{(1 - 0.3822) (1 - 0.5182)\} \\
 &= 1 - \{(1 - 0.145) (1 - 0.268)\} \\
 &= 1 - \{(0.855) (0.732)\} \\
 &= 0.625
 \end{aligned}$$

Based on the calculation results, the predictive-relevance value of Q2 = 0.625 or 62.5% is obtained. This means that the accuracy of this research model can explain the diversity of transformational leadership variables, organizational culture on organizational commitment and the performance of Polri Members by 62.5%. The remaining 37.5% is explained by excluded variables in the model. Therefore the model is said to be good because it has a Q2 value greater than or equal to 60%.

5.2 Results of Inner Model and Hypothesis Testing

5.2.1 Evaluation of the Structural Model of the Direct Effect (Inner Model)

The structural model (inner model) is evaluated by looking at the value of the path parameter coefficients between latent variables. Testing the structural model (inner model) is done after the relationship model built in this research is in accordance with the observational data and the suitability of the overall model (goodness of fit model). The purpose of testing the structural relationship model is to determine the relationship between latent variables designed in this study. From the PLS model output, structural model testing and hypotheses are performed by looking at the estimated path coefficient values and critical point values (t-statistics) that are significant at $\alpha = 0.05$. The complete data analysis results in table 5.16 are as follows:

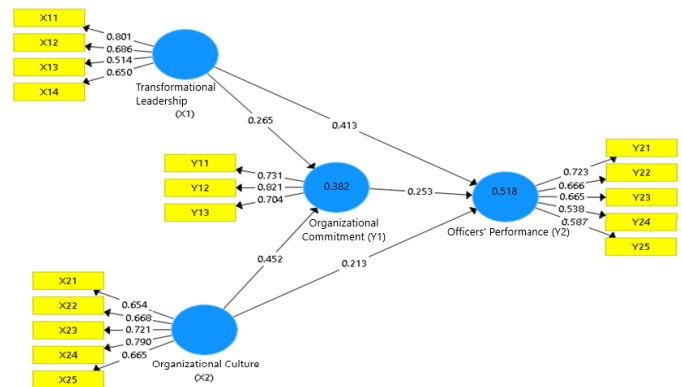
Table 5.16. Path coefficient Direct Effect and Hypothesis Testing

Hypotheses	Correlations	Path-Coefficient	p-value	α	Result
H1	Transformational Leadership (X1) → Organizational Commitment (Y1)	0,265	0,025	0,05	Sig
H2	Organizational Culture (X2) → Organizational commitment (Y1)	0,452	0,000	0,05	Sig
H3	Transformational Leadership (X1) → Officers' performance (Y2)	0,413	0,000	0,05	Sig
H4	Organizational Culture (X2) → Officers' performance (Y2)	0,213	0,103	0,05	Unsig
H5	Organizational Commitment (Y1) → Officers' Performance (Y2)	0,253	0,027	0,05	Sig

Source: PLS Model Output Results (Appendix 2)

While the Output / PLS model results are shown in Figure 5.1 as follows:

Figure 5.1. Output / PLS model results Based on the framework of the concept:



5.2.2 Testing for Indirect Effects and Hypotheses

Indirect effect testing (mediation) aims to detect the role of organizational commitment as an intervening effect of transformational leadership and organizational culture on the Officers' performance. The PLS approach to testing mediation variables in this study can be done through the use of z-statistics developed by Sobel. The test results with Sobel Online are explained as follows:

H6. Organizational commitment mediates the effect of transformational leadership on the officers performance

Based on the z-statistic formula developed by Sobel, the mediating effect of organizational commitment variables in bridging the effect of transformational leadership on the performance of Polri members can be seen from the results of the online sobel test based on table 5.17 as follows:

Table 5.17. The mediating effect of organizational commitment variables in bridging the effect of transformational leadership on the performance of police officers

Mediation effect (indirect)	Coefficient path	Std. Error
Transformational Leadership → Organizational Commitment	0.265	0.118
Organizational Commitment → Officers' Performance	0.253	0.114

Source: Online Sobel Test Results (Appendix 11)
<http://www.quantpsy.org/sobel/sobel.htm>

The results of calculations in table 5.17 using online test shows that the p-value = 0.057 > 0.05. (appendix 11) This means that organizational commitment does not mediate the effect of transformational leadership on the performance of officers members. Thus, the sixth hypothesis in this research hypothesis was rejected.

H7. Organizational commitment mediates the effect of organizational culture on the performance of police officers

Based on the z-statistic usage formula developed by Sobel, the mediating effect of organizational commitment variables in bridging the effect of organizational culture on the performance of Polri members can be seen from the results of the online sobel test based on table 5. 18 as follows:

Table 5.18 The mediating effect of organizational com-

mitment variables in bridging the effect of organizational culture on the performance of police officers

Mediation Effect (Indirect)	Path Coefficient	Std. Error
Organizational Culture → Organizational Commitment	0.452	0.101
Organizational Commitment → Officers' Performance	0.253	0.118

The results of calculations using the basic table 5.18 show that the p -value = 0.023 < 0.05 (online Sobel formula). This indicates organizational commitment mediates the effect of organizational culture on the performance of police officers. Thus, the seventh hypothesis in this study hypothesis is **accepted**.

5.3 Discussion

The study of human resource development in relation to variables is an attempt to understand how good or broad the categories of transformational leadership, organizational culture, organizational commitment and performance of police officers in Southeast Sulawesi. The discussion combines theory, the results of previous studies, the results of statistical analysis and empirical facts that occur on the object being studied in order to verify the results of this study support or reject the theory or the results of previous research or constitute new findings.

Specifically, the description of the effect between variables study is as follows:

5.3.1 Effects of Transformational Leadership on Organizational Commitment in the Southeast Sulawesi Regional Police

Based on the results, it was found that transformational leadership had a positive and significant effect on organizational commitment in the Southeast Sulawesi Regional Police. This means that the better transformational leadership will improve organizational commitment to the officers. This is quite reasonable since the implementation of transformational leadership of the Chief of Regional Police is included in the good evaluation which is reflected through the behavior of the leadership in giving direction to the Police Members, provides moral support, participates if subordinates experience difficulties and is oriented towards achieving high work results.

The results of the overall analysis of the assessment of members of the National Police found that there were 89.66% agreed on the transformational leadership of the Southeast Sulawesi leadership was well implemented. However, a number of things need to be considered to actualize better leadership, i.e., conduct evaluations, especially on indicators of work behavior of members and giving awards to members.

The results of the factor analysis of implementation of the transformational leadership in the Southeast Sulawesi Regional Police can be explained that the attribute factor of the charisma of punishment and idealized effect is the lowest indicator in their implementation. However, PLS analysis shows those indicators are the most priority indicator to be implemented.

Based on these findings, the leadership evaluation that should be a priority to be implemented is to communicate the vision to all members, fostering the beliefs of his subordinates on his leadership in fostering good relations with subordinates, encouraging and motivating subordinates in running their daily tasks. In addition, other factors that need to be improved are the ability to communicate directly with subordinates by emphasizing the importance of maintaining ethical values at work, having a strong belief to succeed in his leadership and having a strong determination to achieve his goals by always considering the moral consequences of each decision.

Based on the results of inner model analysis, it can be seen that transformational leadership has a positive and significant effect on organizational commitment. This means that the better the transformational leadership, the higher the organizational commitment to the Southeast Sulawesi Regional Police.

Some gaps that are found to improve police performance better are the behavior of members and the reward is the lowest factor in its implementation, but the results show these indicators are dominant in contributing to transformational leadership. This condition can be described as a gap between the implementation of situational leadership based on facts that occur with the findings of the analysis with PLS. The better implementation of leadership encourages members of the National Officers to be more committed to the institution which in turn provides pride and attachment to increasingly higher institutions.

Based on these findings, several recommendations that need to be made by the regional police are to improve the capability of attribute charisma i.e. the ability of leaders to implement and show their vision, abilities and expertise as well as actions that prioritize the interests of the organization and the interests of others (society) over the personal interests and can serve as role models and idols by their subordinates. Besides, the improved indicator is the idealized effect in which the leader must try to influence his subordinates through direct communication by emphasizing the importance of values, assumptions, commitment and beliefs, and has a determination to achieve goals by always considering the moral and ethical consequences of every decision made.

With regard to variable relationships, as found by Cannela and Monroe (2002) that transformational leadership is able to build relationships with subordinates so that they can more easily disseminate and implement organizational goals.

Bushra et al. (2011) explain that transformational leadership, is an advanced interpersonal approach between superiors and subordinates and a way to create a higher level of job satisfaction and organizational commitment to employees. Transformational leaders also bring employees to be more like creative, innovative and bring ideas to change the environment for the better. However, this leadership is not carried out by the leaders. This study concludes that if the leader adopts transformational leadership behavior, it will increase employee commitment better.

Adriani et.al., (2015) revealed a different matter that transformational leadership has a positive and significant effect on organizational commitment. Bushra et al., (2011) is in similar vein that transformational leadership, an approach to ad-

vanced interpersonal relationships between superiors and subordinates and ways to create higher levels of job satisfaction and organizational commitment to employees (Simon CH Chan WM M, 2014; Slamet Riyadi, et al., 2016.)

5.3.2 Effects of Organizational Culture on Organizational Commitment in the Regional Police of Southeast Sulawesi

The results show that organizational culture directly has a positive and significant effect on organizational commitment to the Regional Police of Southeast Sulawesi. This indicates that the better the organizational culture, the better the organizational leadership of the Southeast Sulawesi Regional Police. This is reasonable because the culture of the organization is included in the good assessment if observed from the indicators of innovation and risk taking, task details, results orientation, people orientation and TIM orientation.

The results of the analysis of the overall description of the respondents found that there were 89.66% who thought that the organizational culture of the Regional Police of Southeast Sulawesi had been implemented well. However, a number of things that need to be considered to actualize organizational commitment and goals are to conduct an evaluation of the organizational culture, especially on the culture of task detailing, innovation culture, risk taking culture as well as outcome orientation and team orientation.

Results analysis on the implementation of organizational culture and its relationship with the results of the PLS analysis on the regional police officer explains innovation and risk taking and task detail is the lowest indicator in its implementation while the results orientation, individual orientation and team orientation factors are good in its implementation. The results of the analysis are based on outer loading values that individual orientation, outcome analysis, and task detail are the most dominant factors in enhancing organizational culture in regional police.

Inner model analysis shows that organizational culture has a positive and significant effect on organizational commitment, which indicates that organizations observed from innovation and risk taking, task detailing, results orientation, orientation and TIM orientation can improve organizational commitment in the Regional Police.

Based on these findings, the priorities that must be carried out by the regional police to create a better organizational culture by means of the management of police officers must focus on the results and achievement of targets and processes to get results. Likewise, the Southeast Sulawesi Regional Police needs to take into account the effects of positions on police officer, to consider the personal effects and their chance.

Ghorbanhosseini and Masoud (2013) underline organizational culture is an important factor in developing or changing values, attitudes, and this is in accordance with the behavior patterns and commitment of team and employee organizations. The implication is the mobilization of actions, knowledge, skills and expertise of all employees in the form of team activities.

Patulak et al., in Sutradewi, et al., (2019) revealed that organizational culture significantly affects organizational commitment. Researchers suggest the importance of regional management in improving performance, by developing organ-

izational commitment where employees will feel they have high moral ties to feel the maximum results that are optimal for providing services. Also, it is necessary to improve high organizational culture so that employees have innovation and high organizational commitment.

5.3.3. The Effect of Transformational Leadership on the Performance of Police Members

It is found that the transformation leadership has a positive and significant effect on the performance of the Southeast Sulawesi police. This means that the better the transformational leadership, the better the leadership will have a significant impact on the performance of Police officer. This is quite reasonable because the implementation of the leadership of transformational leadership is included in good judgment.

Descriptive analysis results on transformational leadership, especially on the attribute of charisma attribute where the regional police considers that the application of leadership attributes charisma has not been maximized. This is reflected in the lack of vision communication to all members, there are still employees who have the ability to lead, rarely motivate subordinates in running their daily tasks and the ability to communicate directly with regard to the ethics and morals of Polri Members.

If this is related to the outer loading value, it can be seen that this factor is the dominant and most priority factor that contributes to the leadership of the Regional Police. Similarly, the second factor is the leadership of 'idealized influence' is the second factor which is perceived low by members of the National Police but has a high outer loading compared to other factors. Based on these conditions it can be explained that the implementation of transformational leadership in the regional police needs attention and policy so that it is better in implementing transformational leadership.

Based on these findings it can be concluded that in order to significantly improve the performance of Polri Members, the Southeast Sulawesi Regional Police needs to conduct a policy evaluation by encouraging, enhancing and prioritizing 'attribute charisma' leadership and 'idealized influence' as a factor that makes a dominant contribution to improving the performance of regional police members.

Based on the results of inner model analysis, it can be seen that transformational leadership has a positive and significant effect on the performance of police officers. This indicates that the better transformational leadership of the Regional Police leadership is observed from the attributes of charisma, idealized influence, inspirational motivation and intellectual stimulation, the performance of police officers will increase as reflected in their ability to maintain good relations with the community, have the ability to control emotions, the ability to make changes for the better, be honest, provide sincere assistance to the community, and have the creativity to develop ideas.

The results showed that the implementation of leadership will be able to improve performance better but must pay attention to the priority scale of the dominant factors needed in an organization, because the fluctuations in the behavior of people who are led tend to change so a transformational leader must be able to play the role of effort to actualize the better

police officers' performance so that goals can be achieved.

Someone's performance is influenced by transformational leadership (Maharani et al. 2013, Slamet Riyadi, et al., (2016). However, this opinion differs from research conducted by Adriani.K.L et.al (2015), who argue that transformational leadership does not have a significant effect on employee performance. Other research conducted by Ishak Awaluddin et al., (2017) confirms that transformational leadership has a significant positive effect on performance.

5.3.4. The Effect of Organizational Culture on the Performance of Police Officer Members in the Southeast Sulawesi Regional Police

It is found that organizational culture has a positive and not significant effect on the performance of members of the regional police. This leads to an opinion the better organizational culture, so that the performance of regional police will improve but not significantly. The performance improvement of police officer is reflected through the work behavior of members, rewards, sentences, work contracts and additional duties.

The results of the police officer assessment analysis found that there were still 8.48% who thought that the organizational culture of the Southeast Sulawesi Regional Police had not been implemented properly. Some statements that have not been optimal require attention to realize the creation of an organizational culture so that it is better, especially the cultural factors of innovation and risk taking and the inconvenience of Polri Members in the organization due to the culture that tends to be inconsistent and not open in decision making. Also, the detail of the task is also a factor which is considered still low in its implementation.

The results of the analysis of the facts of the implementation of organizational culture and its relationship with the results of the PLS analysis showed that the indicators of innovation and risk taking were the indicators perceived to be the lowest by police officers. This can be interpreted that the Regional Police in carrying out such innovations and taking risks on basic tasks is considered low in its implementation. If this is related to the outer loading value, it can be seen that the result orientation and person/individual orientation factors are the dominant factors that contribute to the creation of a good organizational culture within the Southeast Sulawesi Regional Police.

Based on these conditions, it can be explained that the application of organizational culture in the Regional Police has not focused on individual orientation and outcome orientation which is considered as the most dominant factor giving effect to the implementation of organizational culture. The existence of the gap is one of the factors that is not yet optimal of the existing organizational culture so that the impact on performance is not significant.

Based on the analysis of the inner model, it can be seen that organizational culture has a positive and not significant effect on the performance of Polri Members. This means that the better the culture of the organization, the better the performance of the Regional Police but the changes that occur are weak.

This research proves the theory proposed by Hofstede (1980); Robbins and Judge (2015); and Robbins and Coulter

(2012) that good organizational culture will improve the performance of members of the National Police. Furthermore, Robbins (2010) states that a strong culture produces a high agreement among individuals, a level of consistency in cohesive behavior. An important key to obtaining a good culture is to help members of the Indonesian National Police actualize themselves to achieve their performance (Dessler, 2015).

This research supports the opinion of Amin Nikpour (2017) who explains that organizational culture can improve employee performance. The higher the values they feel when they are in the organization, the desire to perform better will be higher and does not support research Harwiki (2016), Suharno et.al., (2017) which shows that organizational culture has a negative and insignificant effect on police officer performance.

5.3.5 Effect of Organizational Commitment on the Performance of Members of the Southeast Sulawesi Regional Police

The results of the analysis of respondents' descriptions based on the assessment of the National Police Members found that the organizational commitment of National Police Members to the Regional Police has been implemented well. This condition is proven by the high rating of the National Police Members by 88.62%,

The results of the assessment based on perceptions and outer loading values indicate that affective commitment is the lowest perceived factor by Police Officers Member compared to other indicators. This means that affective commitment in the view of Police Officer Members is good, but it still needs to be evaluated because there are still some Police Officer Members who do not have affective commitment. If this is related to the outer loading value, it shows that the factor is the dominant factor and priority needed to increase the affective commitment of the Southeast Sulawesi Regional Police organization.

The second factor is ongoing commitment. Based on the perception of police officers, the indicator also received a fairly good rating. This can be interpreted that the ongoing commitment has not yet been fully felt by members of the National Police. If it is related to the outer loading value, it shows that ongoing commitment is the most dominant factor and priority gets attention so that employee commitment in the long run can be realized. Whereas, normative commitment is the best indicator but has the lowest outer loading.

Based on the description of the relationship, it can be concluded that the Southeast Sulawesi Regional Police need to encourage and prioritize ongoing commitments, affective commitments as the most dominant factor contributing to the formation of the commitment of Polri Members, and still maintaining the normative commitments that have been achieved.

Based on the analysis of the inner model, it can be seen that organizational commitment has a positive and significant effect on the performance of police officers. This means that the better the commitment of the organization, the performance of the National Police in the Southeast Sulawesi Regional Police will be better.

Other findings from the inner model analysis show that

organizational commitment has the strongest effect on improving performance. These conditions can be explained that the high level of organizational commitment has a significant effect on performance, which is reflected through the appreciation of achievements, the ability to carry out basic tasks not contained in work contracts. However, completing additional tasks given based on the warrant as well as the ability to complete the verbal instructions of the leadership are not contained in the employment contract or warrant.

Furthermore, employee performance is also reflected in the work behavior of members getting good ratings in their implementation. Police Officer members have the view that they have leadership abilities to direct, are able to maintain good relations among members and the community, have the ability to control emotions, are able to make changes towards a better and have the ability to be honest. Other performance is also demonstrated through behavior, willingly providing assistance to people, capable, creative and ability to take initiative in assignments.

The findings of this study are in line with the theory put forward by Armstrong (2009) who states that there is a strong relationship between organizational commitments to police officers' performance. Robbins (2010) explains that organizational commitment is a condition where a Polri member sided with a particular organization and its objectives and intends to maintain membership in the organization. Kreitner and Kinicki (2014, p: 165) state that organizational commitment reflects individual self-identification with the organization and is committed to achieving organizational performance.

The concept of organizational commitment relates to the level of involvement of a person with the organization where they work and are interested in staying in the organization. Police officers who have high organizational commitment also have a positive outlook and will do their best for the benefit of the organization. This makes them have the desire to provide energy and responsibility for the success of the workplace organization.

The results of this study are in line with previous studies conducted by Al Zefeiti et.al., (2017) and Suwibawa et.al., (2018) that organizational commitment significantly influences police officers' performance. The results of research by Mah-rani, S, W, et.al., (2015) which states that increased organizational commitment also has an important role in achieving their behavior in completing the undertaken tasks.

Although theoretically and various previous research results explain that organizational culture and leadership produce the police officers' performance, several research studies provide different findings as confirmed by Sujarwo, et.al., (2018) who found that organizational commitment had no effect on their performance.

5.3.6. Effects of Transformational Leadership on Police Officers' Performance with Organizational Commitment Mediation

Based on the results of the study, organizational commitment does not mediate the effect of transformational leadership on police officers' performance in the Southeast Sulawesi Regional Police. This means that organizational commitment cannot bridge the effect of transformational leadership on them. This

condition is reasonable because transformational leadership is the variable that has the lowest effect on organizational commitment. Additionally, the relationship with their performance is also quite low.

Further, the fact of the field proves that transformational leadership itself is not yet fully optimal in its implementation, especially the weak leadership style of 'attributes of charisma' and 'idealized influence' by the Southeast Sulawesi Regional Police Chief which has a direct impact on increasing organizational commitment and the performance of police officers. The basic logic underlying the effect of transformational leadership on their performance has a path coefficient greater than the effect of commitment to the performance of police officers. On this basis, the commitment of the organization is not able to play a role as mediation.

The results of this study are in line with the research of Kala'lembang et al., (2015) which explains that there is a positive yet insignificant effect and a significant correlation between transformational leadership on employee work performance through organizational commitment. This is a sign that organizational commitment does not act as an intervening variable, which explains that employee performance will continue to increase even without organizational commitment because the strong characteristics created by transformational leadership can improve employee work performance. Meanwhile, Riyadi, et.al., (2016) asserted that organizational commitment acts as a mediating the effect between transformational leadership on performance.

5.3.7. The Effect of Organizational Culture on the Performance of Polri Members by Mediating Organizational Commitment

Result shows organizational commitment mediates the effect of organizational culture on officers' performance in the Regional Police. This means that organizational commitment can bridge the effect of organizational culture on their performance. This condition is reasonable because organizational culture is the biggest variable that gives a direct effect on the performance of police officers. This can be proven based on the implementation that in general organizational commitment has been good in its implementation, especially on normative commitments, affective commitments and ongoing commitments. In addition, field facts prove that the culture of the organization is considered good in its implementation, especially the culture of attention to the task detail.

The results of the study are in line with the study revealed by Suryaningsih, et al., (2018) that organizational commitment mediates the effect of organizational culture on the performance of Polri Members. Furthermore, Winardi (2016) explains the role of organizational commitment as mediating the effect of organizational culture on police officers' performance.

The other studies as explained by Kala'lembang et al., (2015) that there is a direct positive effect are significant and significant effect between organizational culture on employee work performance through organizational commitment. Thus, it is indicated that organizational commitment functions as an intervening variable that can improve employee work performance, with strong commitment that will improve employee performance.

6 CONCLUSION AND RECCOMENDATIONS

6.1 Conclusion

Based on the results and discussion, the following conclusions can be drawn:

1. Transformational leadership has a positive and significant effect on organizational commitment to the Southeast Sulawesi Regional Police. This means that transformational leadership changes towards a better effect have a significant effect on the commitment of the Southeast Sulawesi Regional Police organization;
2. The culture of organization has a positive and significant effect on organizational commitment to the Southeast Sulawesi Regional Police. As a result, the change in organizational culture for the better has a significant effect on the organizational commitment of the Southeast Sulawesi Regional Police.
3. Transformational leadership has a positive and significant effect on police officers' performance. In short, the better the leadership of the Regional Police Chief, the higher the performance of his subordinates;
4. Organizational culture has a positive and not significant effect on the performance of members of the Regional Police. In other words, the better the organizational culture, the better police officers' performance even when the effect is insignificant.
5. Organizational commitment has a positive and significant effect on the performance of police officers in Southeast Sulawesi. Thus, the better organizational commitment the police officers' performance will be higher.
6. Organizational commitment does not play a role as a mediating variable on the effect of transformational leadership on the performance of the Southeast Sulawesi Regional Police.
7. Organizational commitment plays a mediating variable on the effect of organizational culture on the performance of the Southeast Sulawesi Regional Police.

6.2 Suggestions

Based on these conclusions, it is suggested that several things be implemented as follows:

1. The need for the Southeast Sulawesi Regional Police is to increase the ability of attribute charisma and idealized influence -leader's ability to implement and show the vision, actions that put the interests of the organization and society ahead of personal interests. Leaders must be role models, idols, and role models by their subordinates. Furthermore, leaders must try to effect their subordinates through direct communication by emphasizing the importance of values, commitment and beliefs and a strong determination to achieve organizational goals.
2. The need to create a better organizational culture by means of management of the National Police must focus on a culture of results orientation; focus on achieving the process and objectives to get results. Besides, the Southeast Sulawesi Regional Police needs to take into account

the effects of positions on police officer, taking into accounts the personal effects and fate of police officer.

3. The Southeast Sulawesi Regional Police needs to encourage and prioritize the implementation of ongoing commitments and affective commitments as the most dominant factor contributing to the formation of police officers' commitments and maintaining the normative commitments that have been achieved.

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