

## PERFORMANCE OF SUKOHARJO POLICE MEMBERS REVIEWED FROM COMPETENCE AND ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION MEDIATION

Eko Winarno<sup>1)</sup>, Istiatin<sup>2)</sup> and Sudarwati<sup>3)</sup>



### AFFILIATION:

Program Magister Manajemen  
Universitas Islam Batik Surakarta

### CORRESPONDENCE:

winarno86@gmail.com

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**Abstract:** This study aims to see the influence of competence and organizational commitment on performance with job satisfaction as a mediator. This study uses a non-experimental descriptive quantitative method with a survey and cross-sectional design. The unit of analysis of this study uses individual answers that represent their respective opinions, in this case members of the Polri Polres Sukoharjo which will be analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS). In this study, the independent variables used are competence (X1) and organizational commitment (X2) and the dependent variable used is performance (Y). In this study, the intervening/mediating variable used is job satisfaction (M). The population in this study were 108 members of the Polri Polres Sukoharjo and then they would become research respondents who would provide answers to the statement items given. This study uses a small sample in a certain group so that the minimum sample that must be met is 70 respondents. The data collection methods used in this study are observation, documentation, questionnaires and literature studies. The data analysis technique used in this study uses Structural Equation Modeling-Partial Least Square (SEM-PLS). The conclusion from the results of testing, analysis and discussion in the previous chapter is that Competence does not affect job satisfaction in members of the Sukoharjo Police Department, Organizational commitment, Job satisfaction, Competence affects the performance of members of the Sukoharjo Police Department. Organizational commitment does not affect the performance of members of the Sukoharjo Police Department. Job satisfaction does not mediate the relationship between competence and the performance of members of the Sukoharjo Police Department. Job satisfaction does not mediate the relationship between organizational commitment and the performance of members of the Sukoharjo Police Department.

**Keywords:** competence; organizational commitment; performance and job satisfaction

## INTRODUCTION

The Indonesian National Police (Polri) is an organization or agency engaged in state security (Ismiati and Zusmawati, 2020) which has the task and authority to maintain public security and order, enforce the law and provide protection, protection, and services to the community (Law No. 2, 2002). The level of public trust in the Polri continues to improve to 76.4 percent, some conditions that make the majority of the public satisfied with the performance of the Polri are security which is the domain of the Police (Polri Public Relations, 2023). It is very important for the public to have trust in the Polri. Trust in the Polri is also important for the performance of the police as an organization, especially now that Indonesia is entering a political year of general elections and regional head elections in 2023-2024, so it is very important for the public to have trust in the police in carrying out their functions as protectors, servants and guardians of the community. Trust in the police is also important for the functioning of the police as an organization (Alalehto and Larsson, 2016). However, this is inseparable from the positive and negative assessments and attitudes of the public towards the performance of the Police which shape the image of the Police (Kamaruddin, 2021). The success of realizing the goals set in the Police Institution depends on the role and human resources in the Police (Nurhamiden and Trang, 2015), because the quality of personnel is closely related to performance (Fadli et al., 2021). All members of the Police have absolute obligations and requirements for good performance (Hidayat and Agustina, 2020), because performance will not be realized without human intervention even though the Police institution is supported by sophisticated work equipment (Nurhamiden and Trang, 2015).

The performance of Polri members is very important because the better the performance of the unit members, the better the performance of the institution will be (Jayanti and Andi, 2022). Performance is the conformity of work results that are actually in accordance with the established work standards (Siswatiningsih and Wening, 2021) and the rules of the organization (Rijal et al., 2023). Increases and decreases in performance can occur in certain conditions and situations, where job satisfaction can affect the performance of police members (Noor and Agustina, 2019). Job satisfaction is the level of whether or not employees like their jobs and is widely studied as a potential cause of work-related organizational behavior and an important source of results for individual employees and organizations (Goetz and Wald, 2022). The results of the study showed that job satisfaction affected the performance of Polri members at the Central Java Police Directorate of Criminal Investigation (Sukmana and Indarto, 2018) and the performance of members of the Narcotics Investigation Unit at the Banjarbaru Police (Sitepu, 2018). However, recent research by (Aghni et al., 2023) shows that job satisfaction has no effect on employee performance in Civil Servants at the Banyumas City Police Resort. Job satisfaction is proven to mediate the influence of competence on employee performance at the National Traffic Management Center (NTMC) of Korlantas Polri (Saragih et al., 2017) and the Legal Division of the South Sulawesi Regional Police (Ariani et al., 2022). In addition, job satisfaction mediates the influence of organizational commitment on the performance of police members at the Makassar City Police Resort (Polrestabes) (Saharuddin et al., 2020)

The competence possessed by the police will realize superior performance (Siahaan et al., 2021) and also increase job satisfaction (Widodo and Riyadi, 2020) in police members. Competence is the capacity of a person who is able to meet the requirements in carrying out work in an organization according to their job duties professionally, effectively and efficiently (Rais, 2023), so that they can obtain results according to expectations (Fitriani et al., 2022). The results of the study showed that competence influenced the performance of members of the Puslabfor Bareskrim Polri (Alexandri and Pragiwani, 2019) and Polres Soppeng (Efendi et al., 2020) and the job satisfaction of Bhabinkantibmas Polres Kampar personnel (Wardana et al., 2022). However, research by (Chamariyah et al., 2024) shows that competence does not affect the performance of Police Personnel at the Sampang Police Samapta Unit and job satisfaction (Meidita, 2019).

Police organizations have diverse tasks, and successful police organizations require committed personnel, because commitment is associated with improved performance and improved relations between the police and the community (Nalla et al., 2020). Organizational commitment is described as the level and willingness of employees to be involved in achieving goals and objectives in the organization's business. Organizational commitment can form a harmonious relationship between the institution and personnel so that employee performance is

maintained and effective and efficient institutional performance can be facilitated (Padave et al., 2021). The results of the study showed that organizational commitment had an effect on personnel performance at the Directorate of Drug Investigation of the Southeast Sulawesi Regional Police (Rais, 2023) and job satisfaction (Saharuddin et al., 2020). However, research by (Wardana et al., 2022) showed that organizational commitment had no effect on performance and job satisfaction (Hutagalung and Ritonga, 2018).

**METHODS**

This study is a non-experimental descriptive quantitative method study with a survey and cross-sectional design. The unit of analysis of this study uses individual answers that represent their respective opinions, in this case members of the Polri Polres Sukoharjo which will be analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS). This study is used to see the effect of competence and organizational commitment on performance with job satisfaction as a mediator.

The data used in this study comes from those who will provide verbal responses and/or written responses as an assumption of the statement given as a question. The types and sources of data used in this study are Primary data in this study is data that includes respondents' opinions about organizational competence and commitment and job satisfaction and performance in Polri Polres Sukoharjo members and Secondary data is obtained from published or unpublished literature studies to complete related data through literature.

In this study, the independent variables used are competence (X1) and organizational commitment (X2) and the dependent variable used is performance (Y). In this study, the intervening/mediating variable used is job satisfaction (M).

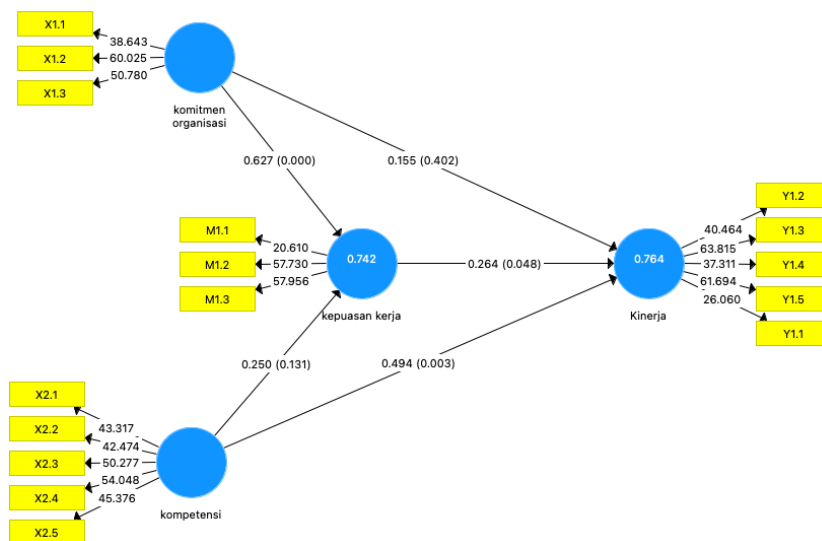
The population in this study were 108 members of the Sukoharjo Police, who would then become research respondents who would provide answers to the statement items given.

This study uses a small sample in a specific group, in this case members of the Polri Polres Sukoharjo. Purposive sampling is used because to achieve representation, and focus on specific problems or cases provides greater depth for research (Cohen et al., 2018:218). The specific problems and cases that occurred in this study were the performance phenomena of Polri Polres Sukoharjo members, so the minimum sample that must be met is 70 respondents.

The data collection methods used in this study are observation, documentation, questionnaires and literature studies. The data analysis technique used in this study uses Structural Equation Modeling-Partial Least Square (SEM-PLS).

**FINDING AND DISCUSSION**

The PLS results for the Significance and Relevance of path coefficients (T-Test) can be seen in Figure 1.



**Figure 1.** Results of Evaluation of Significance and Relevance of Path Coefficients (T-Test)

The hypothesis results from the image above which provide a summary of path coefficient estimates, t-values, p-values and confidence intervals from the 5% two-way significant bootstrap results report for hypothesis testing can be seen in Table 1.

**Table 1.** Results of Path Coefficient Estimation Evaluation

Direct Relationship	Path Coefficient	t value	p-value	(p<0.05) ?
Job satisfaction -> Performance (H3)	0.264	1,999	0.046	Yes
Organizational commitment -> Performance (H5)	0.155	0.840	0.401	No
Organizational commitment -> job satisfaction (H2)	0.627	3,961	0,000	Yes
Competence -> Performance (H4)	0.494	3,233	0.001	Yes
Competence -> job satisfaction (H1)	0.250	1,524	0.128	No
Indirect relationship	Path Coefficient	t value	p-value	(p <0.05)?
Organizational commitment -> job satisfaction -> performance	0.166	1,848	0.065	No
Competence -> job satisfaction -> Performance	0.066	1,081	0.280	No

Source: Primary Data processed by Smart-PLS 3.2.9, 2024

Table 1 above shows the results of hypothesis testing of the seven hypotheses in this study with each path coefficient obtained, t-statistic size and effect size. The results of the first hypothesis test (H1) namely competence has an effect on job satisfaction showing a t-statistic value of 1.524 which is smaller than the t-critical value of 1.96. The p-value is 0.128 > 0.05 with a positive coefficient value of 0.250. This means that competence does not have a significant effect on job satisfaction, the conclusion is that the first hypothesis is rejected.

The results of the second hypothesis test (H2) namely organizational commitment has an effect on job satisfaction showing a t-statistic value of 3.961 which is greater than the t-critical value of 1.96. The p-value is 0.000 < 0.05 with a positive coefficient value of 0.627. This means that organizational commitment has a significant positive effect on job satisfaction, the conclusion is that the second hypothesis is accepted.

The results of the third hypothesis test (H3) namely job satisfaction has an effect on performance showing a t-statistic value of 1.999 which is greater than the t-critical value of 1.96. The p-value is 0.046 < 0.05 with a positive coefficient value of 0.264. This means that job satisfaction has a significant positive effect on performance, the conclusion is that the third hypothesis is accepted.

The results of the fourth hypothesis test (H4) namely competence influences performance shows a t-statistic value of 3.233 which is greater than the t-critical value of 1.96. The p-value is 0.001 < 0.05 with a positive coefficient value of 0.494. This means that competence has a significant positive influence on performance, the conclusion is that the fourth hypothesis is accepted.

The results of the fifth hypothesis test (H5) namely organizational commitment has an effect on performance showing a t-statistic value of 0.840 which is smaller than the t-critical value of 1.96. The p-value is 0.401 > 0.05 with a positive coefficient value of 0.155. This means that competence does not have a significant effect on performance, the conclusion is that the fifth hypothesis is rejected.

### Mediation Analysis.

Mediation analysis focused on the significance of the direct effects of Organizational Commitment to Performance and Competence to Performance. The relationship from Organizational Commitment to Performance (direct effect) is weak (0.155) and not statistically significant, while Organizational Commitment to Performance through job satisfaction (indirect effect) is weak (0.166) and not statistically significant. Based on the mediation analysis, the conclusion is that job satisfaction does not mediate the relationship between organizational commitment and performance (H6) with the type of Non-mediation without effect, namely the direct and indirect effects are not significant (Hair et al., 2022:234). This means that hypothesis six is rejected.

Competence has a strong (0.494) and significant effect on Performance (direct effect), while Competence to Performance through Job Satisfaction (indirect effect) is weak (0.066) and not

statistically significant. Based on the mediation analysis, the conclusion is that Job satisfaction does not mediate the relationship between Competence to Performance (H7) with the direct Non-mediation type only, namely the direct effect is significant but not the indirect effect (Hair et al., 2022:234). This means that hypothesis seven is rejected.

## **Discussion**

This sub-chapter presents a discussion of the results of hypothesis testing in research based on the results of primary data processing in the previous sub-chapter.

### **The Influence of Competence on Job Satisfaction.**

The first hypothesis is rejected and shows that competence is not proven to have an effect on job satisfaction. The contribution of competence together with organizational commitment to job satisfaction is 74.2%, the remaining 25.8% is influenced by other variables outside the study and the value of the effect of competence on job satisfaction is small at 0.041. These results indicate that the competence possessed by members of the Sukoharjo Police does not have a significant effect on job satisfaction. The results of this hypothesis support research conducted by research by Darmawan et al. (2015) and Meidita (2019) which show that competence has no effect on job satisfaction.

### **The Influence of Organizational Commitment on Job Satisfaction.**

The second hypothesis is accepted and shows that organizational commitment has a proven effect on job satisfaction. The contribution of competence together with organizational commitment to job satisfaction is 74.2%, the remaining 25.8% is influenced by other variables outside the study and the effect value of organizational commitment on job satisfaction is moderate at 0.257. These results indicate that the organizational commitment of members of the Sukoharjo Police has a significant effect on job satisfaction. The results of this hypothesis support research conducted by research by Ruddin et al. (2020) showing that organizational commitment has a positive and significant effect on job satisfaction of police members. Each member of the police has committed according to the level of job satisfaction in carrying out their duties and functions. These results are in line with research by Wardana et al. (2022) which states that organizational commitment is an attitude that must be possessed by employees in an agency. High commitment will have an impact on increasing employee satisfaction.

### **The Influence of Job Satisfaction on Performance.**

The third hypothesis is accepted and shows that job satisfaction is proven to have an effect on performance. The contribution of competence, organizational commitment and job satisfaction to performance is 76.4%, the remaining 23.6% is influenced by other variables outside the study and the effect value of job satisfaction on performance is small at 0.076. These results indicate that job satisfaction possessed by members of the Sukoharjo Police has a significant effect on performance. These results are in line with research by Saragih et al. (2017) and Widodo and Riyadi (2020) showing that job satisfaction has an effect on the performance of police members. These results are in line with research by Saharuddin et al. (2020) and Sofia Maudilia Juniarti et al. (2023) which states that job satisfaction has a positive and significant effect on the performance of police members.

### **The Influence of Competence on Performance.**

The fourth hypothesis is accepted and shows that competence has a proven effect on performance. The value of the effect of competence on performance is moderate at 0.167. These results indicate that the competence possessed by members of the Sukoharjo Police has a significant effect on performance. These results are in line with research by Widodo and Riyadi (2020) and Efendi et al. (2020) which shows that competence affects the performance of police members. Research from Wardana et al. (2022) and Kharis Nur Rahman et al. (2022) also shows that there is a positive influence of competence on the performance of Personnel at the Polres. This is in line with the latest research from Mayastinasari (2023) which states that the performance and effectiveness of Polri members in carrying out their duties in their respective units are largely determined by the competence required by their field of work.

### **The Influence of Organizational Commitment on Performance.**

The fifth hypothesis is rejected and shows that organizational commitment has no effect on performance. The effect value of organizational commitment on performance is small at 0.014. These results indicate that the organizational commitment of members of the Sukoharjo Police does not have a significant effect on performance. These results are in line with research by Wardana et al. (2022) which shows that organizational commitment has no effect on the performance of police members.

### **Job Satisfaction Mediates the Effect of Competence on Performance.**

The sixth hypothesis is rejected and shows that job satisfaction is not proven to mediate the relationship between competence and performance. This result is in accordance with research by Prasetya (2018) which found that job satisfaction was not proven to significantly mediate the influence of competence and work environment on performance. The research findings of Sembiring and Tanjung (2021) also found that job satisfaction does not mediate the relationship between motivation variables and performance variables.

### **Job Satisfaction Mediates the Effect of Organizational Commitment on Performance.**

The seventh hypothesis is rejected and shows that job satisfaction is not proven to mediate the relationship between organizational commitment and performance. This result is in accordance with the findings of research by Saragih et al. (2022) which shows that job satisfaction is unable to mediate the relationship between organizational commitment and performance, in line with research by Wahyudi et al. (2021) which also found that job satisfaction cannot mediate the effect of organizational commitment on performance.

## **CONCLUSION**

The conclusion of the results of testing, analysis and discussion in the previous chapter is that Competence does not affect job satisfaction in members of the Sukoharjo Police Resort Police, Organizational commitment, Job satisfaction, Competence affects the performance of members of the Sukoharjo Police Resort Police. Organizational commitment does not affect the performance of members of the Sukoharjo Police Resort Police. Job satisfaction does not mediate the relationship between competence and the performance of members of the Sukoharjo Police Resort Police. Job satisfaction does not mediate the relationship between organizational commitment and the performance of members of the Sukoharjo Police Resort Police. Suggestions that can be given by researchers based on the conclusions and implications of the research that have been described are that the Sukoharjo Police Resort is expected to always improve competence through education and training.

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