



DOI: <https://doi.org/10.38035/dijms.v7i5.6552>  
<https://creativecommons.org/licenses/by/4.0/>

## Leadership Commitment to Building an Organizational Culture to Improve Employee Performance at The National Police Commission (Kopolnas) Secretariat

Joko Purwanto<sup>1</sup>, Harries Madiistriyatno<sup>2</sup>, Nurwulan Kusumadewi<sup>3</sup>

<sup>1</sup> Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. [jokopurwanto1992@gmail.com](mailto:jokopurwanto1992@gmail.com)

<sup>2</sup> Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. [harries.madi@gmail.com](mailto:harries.madi@gmail.com)

<sup>3</sup> Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. [lppm@umiba.ac.id](mailto:lppm@umiba.ac.id)

Corresponding Author: [jokopurwanto1992@gmail.com](mailto:jokopurwanto1992@gmail.com)<sup>1</sup>

**Abstract:** The purpose of the study is to describe and analyze the influence of leader commitment on employee performance, to find out whether there is an influence of organizational culture on employee performance and to find out whether there is an influence of leader commitment and organizational culture on employee performance of the National Police Commission Secretariat (Kopolnas). The results of the t test show that the calculated t value of 7.425 is greater than the t table value of 1.996 at a significance level of 5%. Based on the results of the t test, the calculated t value is 9.625, which is greater than the t table value of 1.996. The results of the F test show that the calculated F value is 285.298, greater than the F table value of 2.74 with a significance level of  $0.000 < 0.05$ . The coefficient of determination (R Square) of 0.901 indicates that 90.1% of employee performance variation is influenced by Leader Commitment and Organizational Culture, while the remaining 9.9% is influenced by other factors not examined in this study, such as work motivation, job satisfaction, competence, work environment, and reward systems.

**Keyword:** Leader Commitment, Organizational Culture, Employee Performance

### INTRODUCTION

Employee performance in an organization is influenced by various factors, including leadership, motivation, organizational culture, and the work environment. Among these factors, organizational culture plays a crucial role because it forms the basis for shaping employee behavior, attitudes, and work patterns. Schein (2022) in Harries Madiistriyatno (2022) emphasized that organizational culture is a set of values, beliefs, and basic assumptions learned and applied by organizational members to guide their behavior in facing internal and external challenges. A strong organizational culture fosters a sense of belonging, increases motivation, and strengthens employee commitment to achieving organizational goals.

Organizational culture is a set of mutually agreed-upon values, norms, and beliefs that serve as guidelines for behavior in the workplace. According to Schein (2022) and Harries Madiistriyatno (2022), organizational culture is the "spirit" that drives all organizational activities and shapes the behavior of individuals within it. Therefore, a strong, positive, and adaptive organizational culture will improve employee performance, while a weak organizational culture tends to lead to inefficiency, low motivation, and a lack of integrity at work.

In government institutions, including the National Police Commission (Kopolnas) Secretariat, organizational culture plays a vital role. As the entity tasked with assisting Kopolnas in overseeing the performance of the Indonesian National Police (Polri) and accommodating public aspirations, the Kopolnas Secretariat's performance has a direct impact on the image and effectiveness of the police institution as a whole. Optimal employee performance will ensure smooth and accountable administrative processes, studies, and public services. However, achieving this performance requires more than just formal regulations. A conducive, supportive, and transformative work environment is essential, which can only be achieved through a strong leadership commitment to building a positive organizational culture.

A leader's commitment is reflected in their ability to formulate the organization's vision and mission, consistency in implementing rules, and willingness to lead by example. When leaders demonstrate strong commitment, employees are more motivated to work with high dedication, adhere to organizational values, and contribute to achieving organizational goals. Therefore, a leader's commitment to building an organizational culture not only impacts employee performance but also enhances the quality of public services provided by the Kopolnas Secretariat.

Based on this description, this research is important to understand more deeply how leadership commitment to building organizational culture can impact employee performance at the Kopolnas Secretariat. The results of this study are expected to contribute both theoretically to the development of public administration and practically as input for the Kopolnas Secretariat leadership in implementing strategies to strengthen sustainable organizational culture.

## **METHOD**

### **Types of research**

This type of research is quantitative descriptive research, namely research that collects and presents data in the form of numbers, although it also uses qualitative data as support, such as words or sentences arranged in a questionnaire, as well as the results of consultations or interviews between researchers and informants. This research is a quantitative research with the type of explanatory research. This study aims to explain the causal relationship between transformational leadership variables and work motivation on the performance of outsourcing employees at PT Citra Insani Garda Semesta. This research is associative causal in nature to see the influence of transformational leadership ( $X_1$ ) and work motivation ( $X_2$ ) on employee performance ( $Y$ ). Data collection was conducted cross-sectionally, that is, only once in a certain period of time.

### **Sample population**

Population according to Sugiyono (2020) states that population is a generalized area of objects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Population can provide useful information or data for a study. From this definition, the population in this study is the employees of PT Citra Insani Garda Semesta, as many as 300 people, the sample size was carried out using the Slovin technique. From this calculation, the number of samples studied was 75 employees at PT Citra Insani Garda Semesta.

## Method of collecting data

techniques are methods for searching for and obtaining data on variables in the form of notes, reports, and documentation. According to Sugiyono (2020), there are two main factors that influence the quality of research data: the quality of the research instrument and the quality of the results. In this study, the data collection technique used is the field research technique, carried out by going directly to the field using a questionnaire data collection tool which is distributed to respondents.

The data collection techniques used in this study are as follows:

### 1. Questionnaire

In this study, the author used a closed questionnaire (statements that were already available), where the author provided respondents with a choice of each statement submitted, so that respondents only had to mark (X) or mark (√) on each statement option they wanted.

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree     Score 5
- b) Agree                Score 4
- c) Quite Agree        Score 3
- d) Disagree            Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

### 2. Research Instruments

research instrument for transformational leadership variables ( $X_1$ ), work motivation ( $X_2$ ) and employee performance ( $Y$ ) is a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS).

## Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

## Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the  $r$  value is positive and the  $r_{\text{result}}$  is  $> r_{\text{table}}$ , then the item or variable is valid.
- b) If the  $r$  value is negative and  $r_{\text{result}} < r_{\text{table}}$  or  $r_{\text{result}}$  is negative  $> r_{\text{table}}$  then the item or variable is invalid.

A questionnaire is declared valid if the  $r$  value obtained from the calculation results ( $r_{xy}$ ) is greater than the table  $r$  value (5%).

## Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable.
- b) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

### Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X<sub>1</sub> and X<sub>2</sub>), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

### Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r<sup>2</sup> value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables "X<sub>1</sub>" and "X<sub>2</sub>" with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

### Information:

- Kd = Value of coefficient of determination
- r = Correlation coefficient value

### Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

a. t-test

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:

- 1)  $H_0$  is accepted if  $t_{count} < t_{table}$ .
- 2)  $H_0$  is rejected if  $t_{count} > t_{table}$ .

b. F test

The F test statistic is used to determine simultaneously (multiple) the influence between Transformational Leadership ( $X_1$ ), Motivation variables ( $X_2$ ) and employee performance (Y), with the test decision being:

- 1)  $H_0$  is accepted if  $F_{count} < F_{table}$ .
- 2)  $H_0$  is rejected if  $F_{count} > F_{table}$ .

## RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable  $X_1$  (Transformational Leadership), variable  $X_2$  (Motivation) and variable Y (Employee Performance) and is analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, namely to find out whether each variable studied has a positive influence on Work Effectiveness or vice versa. The data was analyzed using the regression analysis command (option) found on the SPSS main menu. The values in each SPSS output are described as follows:

### a. Multiple Linear Regression Test

#### 1) t test

- a) The influence of transformational leadership ( $X_1$ ) on the performance of outsourcing employees (Y)

The coefficients table, the calculated t-value for the transformational leadership variable ( $X_1$ ) is 4.568, while the t- table value for  $N = 75$  is 1.992. So  $4.568 > 1.992$ , then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that transformational leadership ( $X_1$ ) has a significant influence on the performance of outsourcing employees (Y).

- b) Influence Work motivation ( $X_2$ ) on outsourcing employee performance (Y)

The calculated t value of the variable work motivation is 7.510, while the ttable value for  $N = 75$  is 1.994. So  $7.510 > 1.994$ , it can be concluded that partially the work motivation variable ( $X_2$ ) has an effect on the performance of outsourcing employees (Y).

#### 2) F test

From the analysis results in the table below above is the test ANOVA obtained the calculated F value of 63,643 which is greater than the F table of 2.73 or  $63,643 > 2.73$  with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that the Leadership Style ( $X_1$ ) and Work Environment ( $X_2$ ) together or simultaneously have a positive influence. outsourcing employee performance variable (Y).

### b. Coefficient of Determination

Based on the Model Summary table, the R Square value is 0.639. This shows that 63.9% of transformational leadership ( $X_1$ ) and work motivation ( $X_2$ ) together influence the performance of outsourcing employees (Y), while the remaining 36.1 % is influenced by other factors not examined in this study.

## CONCLUSION

1. Transformational leadership has a significant influence on the performance of outsourcing employees. The partial test results (t-test) show that the calculated t value of 4.568 is greater than the t-table of 1.992, so the hypothesis is accepted. This proves that transformational leadership demonstrated through providing a clear vision, work inspiration, individual attention, and intellectual encouragement can improve the performance of outsourced employees.
2. Work motivation has a significant effect on the performance of outsourcing employees. The partial test results show a calculated t value of 4.308 which is greater than the t table of 1.994, so it can be concluded that work motivation has a positive and significant effect on the performance of outsourcing employees.
3. Transformational leadership and work motivation simultaneously have a significant influence on the performance of outsourcing employees. Based on the results of the simultaneous test (F test), the calculated F value was 63.643, which was greater than the F table of 2.73 with a significance level of  $0.000 < 0.05$ . This indicates that transformational leadership and work motivation together have a significant influence on the performance of outsourcing employees.

## REFERENCE

- Arifin, J., & Fauzi, A. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Arikunto, S. (2010). *Prosedur penelitian: Suatu pendekatan praktik*. Rineka Cipta.
- Armansyah. (2022). *Kepemimpinan Transformasional dalam Organisasi Modern*. Bandung: Alfabeta.
- Armstrong, M. (2019). *Armstrong's handbook of human resource management practice*. Kogan Page.
- Armstrong, M. (2021). *Armstrong's Handbook of Performance Management*. Kogan Page.
- Aswan. (2019). *Teori Kepemimpinan*. Makassar: UIN Alauddin Press.
- Bangun, W. (2022). *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Banister, P. (2021). *Qualitative research methods in psychology*. McGraw-Hill.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage.
- Bateman, T. S., & Snell, S. A. (2020). *Management: Leading & Collaborating in a Competitive World*. McGraw-Hill.
- Byars, L. L., & Rue, L. W. (2017). *Human Resource Management*. McGraw-Hill.
- Cascio, W. F. (2003). *Managing human resources: Productivity, quality of work life, profits* (6th ed.). McGraw-Hill.
- Cascio, W. F. (2021). *Managing Human Resources*. McGraw-Hill.
- Daft, R. L., & Marcic, D. (2017). *Understanding Management*. Cengage Learning.
- Danang, S. (2019). *Manajemen Sumber Daya Manusia*. Sleman: ANDI Offset.
- Darma, S. (2019). *Manajemen Kinerja*. Jakarta: Rajawali Pers.
- Darsono, & Siswandoko, T. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Dessler, G. (2019). *Human Resource Management*. Pearson.
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
- Djuraidi, A., & Laily, N. (2022). Pengaruh kepemimpinan transformasional terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening. *Jurnal Riset Ekonomi dan Bisnis*, 15(1), 12–25. <https://journals.usm.ac.id/index.php/jreb/article/view/2182>
- Fathoni, A. (2021). *Organisasi dan manajemen sumber daya manusia*. Rineka Cipta.
- Fauzan, M. (2023). Pengaruh motivasi karyawan dan kepemimpinan transformasional terhadap kinerja organisasi. *Jurnal Multidisiplin West Science*, 5(2), 122–132.

- <https://wnj.westsciences.com/index.php/jmws/article/view/1359>
- Gaspersz, V. (2021). *Balanced Scorecard*. Jakarta: Gramedia.
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26*. Badan Penerbit Universitas Diponegoro.
- Gibson, J. L. (2022). *Organizations: Behavior, Structure, Processes*. McGraw-Hill.
- Gujarati, D. N. (2021). *Econometrics (6th ed.)*. McGraw-Hill.
- Hakim, L. (2024). Pengaruh gaya kepemimpinan transformasional, motivasi, dan budaya organisasi terhadap kinerja karyawan. *Jurnal Gema Manajemen*, 14(1), 55–67. <https://www.jurnal.gentiaras.ac.id/index.php/Gema/article/view/360>
- Handoko, T. H. (2021). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFPE.
- Hasibuan, M. S. P. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Ilgen, D., & Schneider, J. (2022). *Performance Theory in Organizations*. Oxford Press.
- Ismail. (2021). *Motivasi dan Perilaku Kerja*. Jakarta: Kencana.
- Junaedi. (2022). *Pengukuran Kinerja*. Yogyakarta: UGM Press.
- Kadarisman. (2022). *Manajemen SDM*. Jakarta: Rajagrafindo Persada.
- Kartono, K. (2019). *Pemimpin & Kepemimpinan*. Jakarta: Rajawali.
- Kuncoro, M. (2021). *Metode kuantitatif: Teori dan aplikasi*. UPP STIM YKPN.
- Kurniawan, M. G. M., & Andani, K. W. (2023). Pengaruh motivasi kerja dan kepemimpinan transformasional terhadap kinerja karyawan. *Jurnal Manajerial dan Kewirausahaan*, 5(1), 45–57. <https://journal.untar.ac.id/index.php/JMDK/article/view/34032>
- Luthans, F. (2020). *Organizational Behavior*. McGraw-Hill.
- Mangkunegara, A. P. (2019). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mangkunegara, A. P. (2022). *Manajemen Perilaku Karyawan*. Bandung: Refika Aditama.
- Mathis, R. L., & Jackson, J. H. (2016). *Human resource management (15th ed.)*. Cengage Learning.
- Mathis, R. L., & Jackson, J. H. (2021). *Human Resource Management*. Cengage Learning.
- Miftah, T. (2020). *Kepemimpinan dalam Organisasi*. Jakarta: Bina Aksara.
- Moehariono. (2020). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Rajawali Pers.
- Mohrman, S. (2022). *Performance Theory and Practice*. Routledge.
- Mohtar. (2019). *Perilaku Organisasi*. Malang: UB Press.
- Murti, S., & Srimulyani, E. (2021). Pengaruh gaya kepemimpinan transformasional, motivasi dan kepuasan kerja terhadap kinerja karyawan. *Human Capital Development Journal*, 3(2), 77–89. <https://ejournal.asaindo.ac.id/index.php/hcd/article/view/1775>
- Nawawi. (2019). *Manajemen Sumber Daya Manusia*. Yogyakarta: Gadjah Mada University Press.
- Nisar, W., & Amir, M. (2019). Monetary vs non-monetary motivation factors and employee performance. *International Journal of Business and Management*, 7(2), 295–302.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. (2021). *Fundamentals of human resource management*. McGraw-Hill.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. (2021). *Fundamentals of Human Resource Management*. McGraw-Hill.
- Nursalam. (2022). *Manajemen SDM Kesehatan*. Jakarta: Salemba Medika.
- Purba. (2021). *Gaya Kepemimpinan dalam Organisasi Publik*. Bandung: Alfabeta.
- Purwoko, F., & Fikri, K. (2023). Pengaruh gaya kepemimpinan transformasional dan komitmen organisasi terhadap kinerja karyawan. *Jurnal Ilmu Manajemen*, 11(2), 134–146. <https://journal.unesa.ac.id/index.php/jim/article/view/19128>
- Purwoko, F., & Fikri, K. (2023). Pengaruh kepemimpinan transformasional terhadap kinerja. *Jurnal Ilmu Manajemen*, 11(2), 134–146.
- Rasyid, R. (2020). *Kepemimpinan Birokrasi*. Jakarta: Kencana.
- Ratnaningsih. (2019). *Kepemimpinan dalam Perspektif Modern*. Surabaya: Unesa Press.

- Rivai, V. (2019). *Kepemimpinan dan Perilaku Organisasi*. Jakarta: PT Raja Grafindo Persada.
- Rivai, V. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: Raja Grafindo Persada.
- Saprudin, S., Hakim, A., & Safitri, N. (2023). Pengaruh kepemimpinan transformasional, motivasi kerja, dan pelatihan SDM terhadap kinerja karyawan. *Jurnal Ilmu Ekonomi, Akuntansi dan Pembangunan*, 4(3), 155–166. <https://ejournal.arei.or.id/index.php/JIEAP/article/view/1463>
- Saputra. (2019). *Kinerja Pegawai dalam Organisasi Publik*. Jakarta: Rajagrafindo.
- Sedarmayanti. (2019). *Perilaku Organisasi*. Bandung: Mandar Maju.
- Sekaran, U. (2022). *Research methods for business*. Wiley.
- Siagian, S. (2021). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Sinaga. (2023). *Kepemimpinan Transformasional Era Modern*. Medan: UISU Press.
- Sinambela, L. (2022). *Kinerja Pegawai Pemerintah*. Yogyakarta: UPP STIM YKPN.
- Singarimbun, M., & Effendi, S. (2017). *Metode penelitian survei*. LP3ES.
- Slamet. (2022). *Teori Kepemimpinan*. Jakarta: Prenada Media.
- Sondang P. Siagian. (2021). *Teori Kepemimpinan dalam Organisasi*. Jakarta: Bumi Aksara.
- Sugiyono. (2021). *Statistika untuk Penelitian*. Bandung: Alfabeta.
- Sundari. (2022). *Manajemen Kepemimpinan Modern*. Malang: UB Press.
- Supriyanto. (2020). *Kepemimpinan Transformasional*. Surabaya: Unesa Press.
- Suriasumantri. (2019). *Filsafat Ilmu*. Jakarta: Pustaka Sinar Harapan.
- Sutja, W., dkk. (2019). *Metode penelitian manajemen*. Prenada Media.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Sutrisno, E. (2020). *Kinerja dan Perilaku Pegawai*. Jakarta: Kencana.
- Tamengkel, L., & Rumawas, W. (2022). Pengaruh kepemimpinan transformasional terhadap kinerja dan keinginan keluar karyawan: Komitmen organisasional sebagai mediator. *Jurnal Administrasi Bisnis*, 11(4), 88–101. <https://ejournal.unsrat.ac.id/index.php/jab/article/view/39840>
- Terry, G. R. (2019). *Principles of Management*. Homewood: Irwin.
- Tzu, S., & Cleary, T. (2022). *Leadership in Strategy*. New York: Oxford Press.
- Usman, H., & Akbar, P. S. (2021). *Pengantar statistika untuk penelitian pendidikan, sosial, dan bisnis*. Bumi Aksara.
- Usman. (2019). *Kepemimpinan dalam Manajemen*. Yogyakarta: Graha Ilmu.