

Original Paper

The Influence of Career Development, Transformational Leadership, and Perceived Organizational Support (POS) on Job Satisfaction and Their Implications on Organizational Commitments in the Indonesian National Police

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Abstract

This study aims to determine the effect of Career Development, Transformational Leadership, and Perceived Organizational Support (POS) on Job Satisfaction and its implications for Organizational Commitment on SSDM INP's. This type of research is explanatory research with a quantitative approach. This study uses the Structural Equation Modeling (SEM) method with the number of samples 196 members of SSDM INP's. Data sources are obtained from primary data by distributing questionnaires and secondary data, and the research uses Path Analysis. From the test results with the P-value hypothesis, the results of this study show that Career Development has a positive and significant effect on Job Satisfaction, Career Development has a positive and not significant effect on Organizational Commitment, Transformational Leadership has a negative and not significant effect on Job Satisfaction, Transformational Leadership has a positive and significant effect on Organizational Commitment, Perceived Organizational Support (POS) has a positive and significant effect on Job Satisfaction, Perceived Organizational Support (POS) has a positive and not significant effect on Organizational Commitment, and Job Satisfaction has a positive and significant effect on Organizational Commitment.

Keywords

Career Development, Transformational Leadership, Perceived Organizational Support (POS), Job Satisfaction, and Organizational Commitment

1. Introduction

The era of the industrial revolution 4.0 is a situation where technology and digital are commonplace, this technological change that is so sophisticated must impact various sectors of life and can also be a threat in various sectors of human life. Every organization needs to be responsive to the various impacts caused by the development of industrial revolution 4.0, primarily through reliable human resources who can face the increase in digitalization technology that is increasingly modern and sophisticated. So if an organization wants to survive in its field, the development of human resources itself must be highly valued through a strategic plan. As we all know, if qualified workers do not support technological advances, organizational goals may not be achieved.

The Indonesian National Police (INP), based on Law No. 2 of 2002, has the duty and responsibility to provide protection, protection, and service, maintenance of security and order to the community, and law enforcement duties. The human resource capabilities primarily determines the success of the INP personnel in carrying out their duties. The Human Resources of the Police must understand their functions and roles in the organization. In an organization including the National Police, human resources become a valuable asset and investment that can drive all operational activities of an organization. Because of their significant role in society, as law enforcement officers, Polri personnel must obey and obey the applicable rules and have a high commitment to their organization. Integrity and the Police Professional Code of Ethics (KEPP) must be upheld so that the principle of justice for all members of the Indonesian National Police can be realized. Commitment to the organization is significant, and even some organizations commit a requirement element to occupy a certain position. This understanding of commitment to the organization is useful for creating conducive working conditions and running effectively efficiently, improving performance. High commitment to the Polri organization will make Polri members behave professionally and respectfully towards the values agreed upon within the Police organization.

However, what has happened within the National Police, there are still many reports of negative behaviors that violate the rules carried out by members of the INP who violate the Police Professional Code of Ethics, which indicates a low commitment to the organization members of the INP. According to data from the Professional and Security Division (Propam) of the National Police, there are still thousands of violations of police regulations every year. In 2020, there were 6,409 violations committed by members of the National Police, compared to 4,151 cases in 2019, an increase of 54%.

In detail, cases of disciplinary violations in 2020, as many as 3,304, compared to 2019 with 2,503 cases, this number increased by 32%. There were 2,081 cases of violating the Police Professional Code of Ethics (KEPP) compared to 2019 with 1,021 cases, and this figure increased by 103.8%. At the same time, 1,024 crimes were recorded last year, compared to 2019 with 627 cases, an increase of 63.3%. Meanwhile, until 2021, the police had committed 962 violations. Detailed information includes 536 disciplinary violations, 279 KEPP violations, and 147 criminal violations. The high level of disciplinary violations and KEPP violations committed by members of the National Police illustrates that some

members of the National Police are psychologically lacking a sense of attachment to work, which leads to a lack of desire to maintain their membership in the organization.

Within the internal organization of the National Police, there is also a work unit tasked with managing human resources within the National Police, which is called the Human Resources Staff (SSDM) of the Indonesian National Police. SSDM INP's is to assist the National Police Chief in carrying out management functions in developing human resources, maintaining and improving the welfare of personnel, carrying out psychological and psychological functions of personnel within the INP, and evaluating the capabilities of the INP personnel. Judging from the workload, SSDM INP's has a large enough responsibility to manage all members of the National Police who are members of the institution.

Furthermore, at the SSDM INP's itself, personnel were also found who indicated undisciplined work behavior. The personnel did not carry out the morning assembly without permission, arrived late without permission, went home early, did not come to work without permission, and even violated the KEPP. These problems indicate a low commitment to the organization. To improve the performance of the National Police in general, the organization must also make various efforts, among others, by providing support, paying attention to the needs of personnel, and caring for the welfare of its personnel. If organizational support for personnel is high, then personnel can develop more positive relationships, and perceptions of the organization or have high perceived organizational support (POS). Based on the background and problem identification above, it can be seen that there are problems with a very wide scope. Given that researchers have limitations in terms of ability, time, cost, and energy, the problems in this study are limited to 5 variables that are thought to have an effect Organizational Commitment and Performance at the SSDM INP's, namely: (1) Career Development and (2) Transformational Leadership (3) Perceived Organizational Support and this research is limited to Polri officers (Pama and Pamen) and PNS Polri Group III and above.

2. Literature Review

2.1 Organizational Commitment

Armstrong and Taylor (2014) explain that commitment refers to attachment and loyalty. It is associated with the feelings of individuals about their organization (Armstrong & Taylor, 2014). Mowday (1998) stated that it is characterized by an emotional attachment to one's organization that results from shared values and interests. The three characteristics of commitment identified are: 1) A strong desire to remain a member of the organization; 2) A strong belief in and acceptance of the values and goals of the organization; 3) A readiness to exert considerable effort on behalf of the organization (Mowday, 1998).

According to Meyer and Allen (1990), organizational commitment is defined in the literature as 'a psychological relationship between the employees and his/her organization, which would provoke the employees to get attached to the organization so that they would not leave voluntarily (Allen & Meyer,

1990). According to Griffin and Moorhead (2013), organizational commitment is a person's identification with and attachment to an organization (Moorhead & Ricky, 2013). The theory above is in line with that conveyed by Robbins and Judge (2013), which states, "Organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Robbins & Judge, 2013).

2.2 Job Satisfaction

According to Colquitt (2014), job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences (Colquitt et al., 2014). According to Robbins and Judge (2013), job Satisfaction describes a positive feeling about one's job, resulting from evaluating its characteristics (Robbins & Judge, 2013). According to Porath (2012), job satisfaction as an individual's expression of personal well-being is associated with doing the job assigned (Porath et al., 2012). According to Angelica et al. (2014), Dimensions of job satisfaction frequently mentioned include worker relationships, pay and benefits, performance recognition, and communications with managers and executives. Riyanto and Putra (2021) Situational leadership has a positive and significant effect on job satisfaction, meaning that changes in the value of situational leadership have a significant influence on changes in employee job satisfaction or other words, if situational leadership increases, there will be a significant increase in the level of job satisfaction of employees. (Riyanto, 2021) Sometimes, job satisfaction is called morale, which appears to have declined somewhat in recent years in some firms due to economic factors and changes in the elements of the employee-employer relationship. Frequently cited reasons for the decline in morale include more demanding and stressful work, fewer relationships with management, and less confidence in compensation and other rewards. Depending on the job, the work-life balancing mentioned earlier can also lead to either positive or negative effects on workers' job satisfaction (Angelica et al., 2014)

Based on the theories above, it can be synthesized that what is meant by job satisfaction is a person's positive feelings related to the work done, as a result of the evaluation of the work itself, with indicators: (1) Salary; (2) Promotion opportunities; (3) Quality of supervisors; (4) Relationships with co-workers and (5) the work itself.

2.3 Career Development

Career development is a formal approach the organization uses to ensure that people with the proper qualifications and experiences are available when needed (Mondy & Martocchio, 2016). According to Gomez-Meija, Balkin (2008), career development is an ongoing organized and formalized effort that focuses on developing enriched and more capable workers. It has a broader focus, more extended time frame, and broader scope than training. Development must be a key business strategy if an organization survives in today's increasingly competitive and global business environment (Gomez-Mejia et al., 2008). According to Snell Bohlander (2015), A career development program is a dynamic process that should integrate employees' career goals with the organization's goals (Snell et al., 2015). Based on the theories above, it can be synthesized that career development is a condition that indicates that a

person's status in the organization concerned has increased.

2.4 Transformational Leadership

According to Luthans and Doh (2018), Transformational leaders are visionary agents with a sense of mission and can motivate their followers to accept new goals and new ways of doing things. Transformational leadership focuses on an executive's charismatic nature and individual ability to inspire and motivate subordinates (Luthans & Doh, 2018). According to Colquitt (2014), Transformational leadership involves inspiring followers to commit to a shared vision that provides meaning to their work while also serving as a role model who helps followers develop their potential and view problems from new perspectives (Colquitt et al., 2014).

According to Porath (2012), in transformational leadership, viewed as a particular case of transactional leadership, the employee's reward is internal. The transformational leader persuades followers to work hard to achieve the goals envisioned by expressing a vision. The leader's vision provides the follower with motivation for hard work that is self-rewarding (internal) (Porath et al., 2012).

2.5 Perceived Organizational Support (POS)

According to Robbins and Coulter (2016), Perceived organizational support—employees' general belief that their organization values their contribution and cares about their well-being—shows that the organization's commitment to the employee can be beneficial (Robbins & Coulter, 2016). According to Eisenberger et al. (1986), the organizational support received by employees (perceived organizational support) itself is a global belief from employees regarding the extent to which the organization values the contribution and welfare of its employees. Further explained that perceived organizational support (POS) has four dimensions: fairness, supervisor support, organizational rewards, and working conditions (Eisenberger et al., 1986). Based on the theories above, it can be synthesized that Perceived Organizational Support is organizational support received by employees through fulfilling work needs, including fairness, supervisor support, and organizational appreciation.

3. Hypothesis

This research will analyze career development, transformational leadership, and perceived organizational support (POS) on job satisfaction and its implications for organizational commitment. Then the hypothesis taken in this study are:

- a) H1: Career Development has a positive and significant effect on Job Satisfaction.
- b) H2: Transformational Leadership has a positive and significant effect on Job Satisfaction
- c) H3: Perceived Organizational Support (POS) has a positive and significant effect on Job Satisfaction
- d) H4: Career Development has a positive and significant effect on Organizational Commitment
- e) H5: Transformational Leadership has a positive and significant effect on Organizational Commitment

f) H6: Perceived Organizational Support (POS) has a positive and significant effect on Organizational Commitment

g) H7: Job Satisfaction has a positive and significant effect on Organizational Commitment

The SEM-PLS analysis model in this study is illustrated in the following figure below:

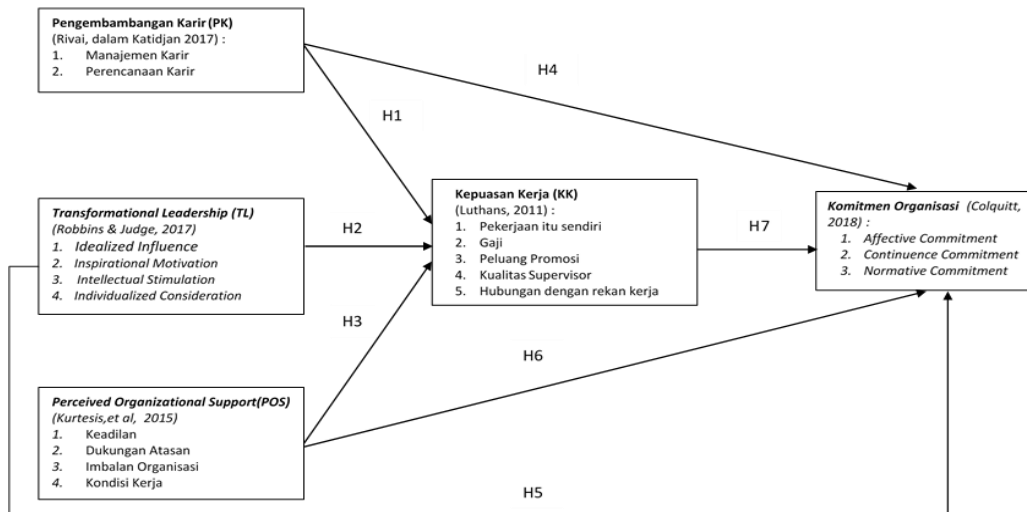


Figure 1. Framework

4. Methodology

Evaluation of discriminant validity carried out in the Average Variance Extracted (AVE) examination can be seen from the AVE value based on the results of data processing with SmartPLS version 3 as follows:

Table 1. Average Variance Extracted (AVE) Value of Each Variable

Variable	AVE Value
Career Development (X1)	0,649
Transformational Leadership (X2)	0,760
Perceived Organizational Support (POS) (X3)	0,690
Job Satisfaction (Y1)	0,629
Organizational Commitment (Y2)	0,680

Source: Analysis results using SmartPLS 3

In the table above, it is known that the AVE value for all variables has an AVE value > 0.5 . Thus, Discriminant Validity tests have been met.

4.1 Reliability Test

The construct reliability test was measured by Composite Reliability and Cronbach's Alpha. The results

of the Composite Reliability examination can be seen from the Cronbach's Coefficient Alpha and Composite Reliability (CR) values, which are shown in the following table. The table is the result of calculations from SmartPLS 3.

Table 2. Cronbach's Coefficient Alpha and Composite Reliability (CR) Values

Variable	Cronbach's Alpha	Composite Reliability
Career Development (X1)	0,922	0,936
Transformational Leadership (X2)	0,955	0,962
Perceived Organizational Support (POS) (X3)	0,936	0,947
Job Satisfaction (Y1)	0,934	0,944
Organizational Commitment (Y2)	0,905	0,927

Source: Analysis results using SmartPLS 3

As shown in Table 2, it can be seen that the value of Cronbach's Coefficient Alpha and Composite Reliability (CR) on the variables of Career Development, Transformational Leadership, Perceived Organizational Support (POS), Job Satisfaction, and Organizational Commitment has a value of more than 0.7 so it can be concluded that the value of Cronbach's Coefficient Alpha and Composite Reliability variable has a very good category, so that all variables in the study are declared reliable.

4.2 Evaluating R^2 Value

The evaluation of the inner model is done by looking at the Coefficient of Determination. The Coefficient of Determination aims to measure how far the model can explain the variance of the dependent variable. The value of the coefficient of determination is between 0 and 1. The value of R^2 explains how much the hypothesized independent variable in the equation can explain the dependent variable.

Table 3. R Square (R^2) Value of Research Model

Construct	R Square	R Square Adjusted
<i>Job Satisfaction</i>	0,877	0,875
<i>Organizational Commitment</i>	0,907	0,905

From the table above, it means that the independent variable provides almost all the information needed to predict the dependent variable strongly, with the following explanation:

- a. Job Satisfaction has R^2 score is 0.877; this shows the simultaneous influence of the variables Career Development, Transformational Leadership, Perceived Organizational Support (POS) on Job Satisfaction of 87.7% while the remaining 12.3% is caused by other variables not examined.
- b. Organizational Commitment has R^2 score is 0.907; this shows the simultaneous effect of Career Development, Transformational Leadership, and Perceived Organizational Support (POS) variables on

Organizational Commitment by 90.7%, while the remaining 9.3% is influenced by other variables not examined.

4.3 The goodness of Fit Index (GoF)

The goodness of Fit or GoF index was developed used to evaluate measurement models and structural models. Besides, it also provides a simple measurement for the overall prediction of the model. The criteria for the GoF value are 0.10 indicating a small GoF, 0.25 indicating a medium GoF, and 0.36 indicating a large GoF (Ghozali and Latan, 2015). The GoF value in PLS must be searched manually with the following formula.

$$GoF = \sqrt{AvE \times R^2}$$

$$\text{value of Average AVE} = (0,649 + 0,760 + 0,690 + 0,629 + 0,680)/5 = 0,682$$

$$\text{value of Average R}^2 = (0,877 + 0,907)/2 = 0,892$$

$$GoF = \sqrt{(0,682 \times 0,892)}$$

$$= \sqrt{0,608}$$

$$= 0,779$$

The Goodness of Fit Index (GoF) calculation shows a value of 0.779. Based on these results, it can concluded that the overall performance of the measurement model (outer model) and structural model (inner model) is good because the Goodness of Fit Index (GoF) value is more than 0.36 (large scale GoF).

5. Result

Table 4. Path Coefficient Testing Results

Relationships Between Constructs	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
Career Development → Job Satisfaction	0,797	0,054	14,750	0,000
Career Development → Organizational Commitment	0,120	0,109	1,100	0,272
Transformational Leadership → Job Satisfaction	-0,079	0,077	1,023	0,307
Transformational Leadership → Organizational Commitment	0,203	0,069	2,958	0,003
Perceived Organizational Support (POS) → Job Satisfaction	0,249	0,095	2,627	0,009
Perceived Organizational Support (POS) → Organizational Commitment	0,045	0,060	0,045	0,456
Job Satisfaction → Organizational Commitment	0,634	0,116	5,448	0,000

Source: Analysis results using SmartPLS 3

The table above shows the path coefficient values for each variable. The path coefficient value is used to determine the structural equation of the research model. The structural equation model helps describe the relationship between endogenous variables and exogenous variables that influence it, which are generally modeled as follows:

Based on Table 4 above, the value of Path Coefficient, t-statistics, and P-Values of the relationship between variables in the study can be seen. T-test statistics can be known by using the following formula:

$$DF = n - k$$

$$\begin{aligned} DF &= n - k \\ DF &= 196 - 5 = 191 \end{aligned}$$

So it can be seen that the t-table value of 191 is 1.972 with a significance level (α) of 0.05. Hypothesis testing was carried out to determine the effect of the exogenous variable Career Development (X1), Transformational Leadership (X2), and Perceived Organizational Support (X3) on the endogenous variable Job Satisfaction (Y1) both partially and also Career Development (X1), Transformational Leadership (X2) and Perceived Organizational Support (POS) (X3) on the endogenous variable Organizational Commitment (Y2). The way the decision is made is:

- If P-Values > 0.05 or t count < t table, Ho is accepted, and Ha is rejected.
- If P-Values < 0.05 or t count > t table, Ho is rejected, and Ha is accepted.

6. Discussion

The research was conducted to obtain a complete understanding of the effect of Career Development (X1), Transformational Leadership (X2), Perceived Organizational Support (X3) on Job Satisfaction (Y1), and its implications for Organizational Commitment (Y2) associated with theory and review. Previous research can be explained in the discussion of research results in detail as follows:

6.1 Career Development on Job Satisfaction

The results of hypothesis testing show that H1 is accepted, and it is concluded that Career Development has a positive and significant effect on Job Satisfaction. This means that career development is the variable that most influences job satisfaction in SSDM INP's personnel. The strongest indicator of its influence is work performance being able to improve the careers of SSDM INP's personnel. The managerial implication is that the SSDM INP's personnel are satisfied if their achievements and efforts are appreciated by the organization, thereby motivating personnel to complete tasks and work as well as possible. Career development based on personnel achievements is considered quite effective by the SSDM INP's personnel to increase job satisfaction. The SSDM INP's personnel feel that the assessment through work performance can be a tangible manifestation of their innovation and work. Both superiors, subordinates, or co-workers can see that someone has worked well through the results of their achievements. Compared to other factors such as work experience, level of education, or training, other personnel considers that they cannot be used as a good assessment factor for career development.

6.2 Transformational Leadership on Job Satisfaction

The results of hypothesis testing show that H2 is rejected, and it is concluded that H2 in this study states that “Transformational Leadership has a negative and insignificant effect on Job Satisfaction. This indicates that transformational leadership is not one of the variables that influence or are not a predictor of job satisfaction, especially the job satisfaction of SSDM INP’s personnel. The indicator that has the weakest influence on the Transformational Leadership variable is that the boss becomes a role model for its members. This indicates that superiors are considered unable to be role models for their members so that the person they lead feels that the policies issued by the leadership do not affect personnel satisfaction. The National Police of the Republic of Indonesia still enforces a fairly strict line of command where ranks are still highly respected in everyday life. Leaders have full power as controllers and makers of policies and rules that must be implemented, and if the leadership cannot be a good example to its members, no matter how good the policies/rules are, it will not make the person feel satisfied.

6.3 Perceived Organizational Support (POS) on Job Satisfaction

The hypothesis test results show that H3 is accepted, and it is concluded that Perceived Organizational Support (POS) has a positive and significant effect on job satisfaction. This means that based on the study results, it can be seen that the average perceived value of the National Police SSDM personnel on organizational support is quite good. The indicator that has the strongest influence on the perceived organizational support variable is that the organization feels proud of the success made by its personnel. This indicates that SSDM INP’s personnel has well appreciated the achievements made by its personnel so that personnel is satisfied with their valued efforts and efforts in realizing the goals and ideals of the organization.

6.4 Career Development towards Organizational Commitment

The results of hypothesis testing show that H4 is rejected, and it is concluded that Career Development has a positive and insignificant effect on Organizational Commitment. This means that career development does not significantly affect organizational commitment. Indicators/dimensions of career management and career planning are not predictors of the organizational commitment of Polri’s SSDM personnel. Based on the loading factor value, the lowest indicator was found in the statement, “SSDM INP’s personnel are allowed to attend training and continue studies/education to develop themselves.” This indicates that the training program running so far has not been optimal in accommodating the SSDM INP’s personnel’s interest in developing themselves. For this reason, it is necessary to innovate/change career development programs related to a better pattern of training in order to make the organizational commitment of the National Police SSDM personnel better.

6.5 Transformational Leadership on Organizational Commitment

The results of hypothesis testing indicate that H5 is accepted, and it is concluded that Transformational Leadership has a positive and significant effect on Organizational Commitment. The more leaders apply transformational leadership, the higher the commitment of SSDM INP’s personnel to the organization.

When viewed from the loading factor value, the highest indicator of the transformational leadership variable is that my supervisor gives confidence that under his leadership, the goals will be achieved following the vision and mission of the organization. While the results of the highest organizational commitment indicators are: I would be happy to spend my career at the SSDM INP's personnel. When viewed from the indicators of transformational leadership and organizational commitment, it can be seen that the relationship between the two is where the leader guarantees that organizational goals will be achieved under his leadership so that the SSDM INP's personnel feel comfortable with the support and motivation of their leaders in their work. The confidence given by the leadership to its members raises loyalty and high personnel commitment to the organization.

6.6 Perceived Organizational Support (POS) on Organizational Commitment

The hypothesis test shows that H6 is rejected, and it is concluded that Perceived Organizational Support (POS) has a positive and insignificant effect on organizational commitment. This means that the support provided by the organization to the personnel does not sufficiently influence the organizational commitment of the SSM personnel. Based on the results of the indicators of the perceived organizational support variable, it was found that the indicator that has the lowest loading factor value is the statement "the organization is very concerned about employee welfare." Meanwhile, the indicator result of the organizational commitment variable that has the lowest value is the statement, "I find it difficult to leave the National Police SSDM Satker for fear of not getting the opportunity to work comfortably elsewhere." When viewed from the two indicators, there is a very close relationship where personnel feels that the organization has not maximally paid attention to the welfare of its personnel, thus making the National Police SSDM personnel feel no hesitation in transferring or leaving their work units. Perceived organizational support is based on the reciprocal relationship between employees and their organization; when personnel feels the organization is quite good, they tend to return kindness.

6.7 Job Satisfaction with Organizational Commitment

The results of hypothesis testing show that H7 is accepted, and it is concluded that job satisfaction has a positive and significant effect on organizational commitment. This shows that the higher the job satisfaction felt by the National Police SSDM personnel, the higher their organizational commitment. Thus, the National Police SSDM needs to implement policies related to job satisfaction that will affect organizational commitment. The highest job satisfaction indicator is "satisfaction with the amount of salary received is sufficient to meet my needs." This shows that when personnel feels that the amount of salary they receive is sufficient. Their lives are prosperous, and the personnel will not find it challenging to meet their daily needs so that they can work calmly in facing the increasingly complex challenges of Polri's duties and increase the satisfaction of the personnel as a result of a commitment to the organization is increasing.

7. Conclusions

Based on the results of research and discussion in previous chapters, several conclusions can be drawn as follows:

- 1) Career Development has a positive and significant effect on Job Satisfaction. This shows that Career Development partially influences the Job Satisfaction of the National Police SSDM personnel. This means that career development is strongly influenced by the work performance and loyalty of the National Police SSDM personnel.
- 2) Transformational Leadership has a negative and insignificant effect on Job Satisfaction. This shows that Transformational Leadership partially does not affect the Job Satisfaction of the National Police SSDM personnel. This indicates that transformational leadership does not have a significant effect on the job satisfaction of the National Police SSDM personnel. Transformational leadership from the dimensions of Idealized Influence, Idealized Influence, Intellectual Stimulation, and Individualized Consideration is not one of the variables that influence or are not a predictor of job satisfaction, especially on the dimensions/indicators of promotion.
- 3) Perceived Organizational Support (POS) has a positive and significant effect on Job Satisfaction. This shows that Perceived Organizational Support (POS) partially influences the Job Satisfaction of the National Police SSDM personnel. This means that fairness, supervisor support, organizational rewards, and working conditions are predictors of job satisfaction of personnel in the National Police SSDM.
- 4) Career Development has a positive and insignificant effect on Organizational Commitment. This shows that Career Development partially does not affect Organizational Commitment. This means that career development related to career planning carried out by the organization does not affect the organizational commitment of the National Police SSDM personnel.
- 5) Transformational Leadership has a positive and significant effect on Organizational Commitment. This shows that Transformational Leadership partially influences Organizational Commitment. This means that the indicators of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration affect the organizational commitment of the National Police SSDM personnel.
- 6) Perceived Organizational Support (POS) has a positive and insignificant effect on Organizational Commitment. This shows that Perceived Organizational Support (POS) partially has no effect on Organizational Commitment. This means that fairness, supervisor support, organizational rewards, and working conditions are not predictors of organizational commitment.
- 7) Job satisfaction has a positive and significant effect on organizational commitment. This shows that Job Satisfaction partially influences Organizational Commitment. This means that when personnel is satisfied with adequate salaries, clear career opportunities, helpful leaders, and supportive organizations, the commitment to the organization will be higher.

8. Suggestions

- 1) For career development. Leaders need to pay attention to the following matters: 1) increasing the number of personnel quotas that will participate in Dikbangspes in addition to personnel being able to improve abilities and competencies in their fields, can also increase the credit score in the assessment of the 13 components that are the basic assessment of the current Polri personnel; 2) assign positions by taking into account the training that has been followed, level of education, competence and based on the recommendations of the assessment results approved by the leadership; 3) personnel who have a long service period in the National Police SSDM work unit and have good performance should be considered for inclusion in the promotion market as a form of appreciation for their loyalty to the organization; 4) continue to motivate its personnel through rewards in the form of opportunities to carry out education and development or promotions consistently to improve personnel work performance.
- 2) To increase the transformational leadership role in the organization, 1) the leader must be able to become a role model for its members; 2) be willing to listen and be open to the problems faced by its members and able to become a problem solver for problems related to the service; 3) encourage members to innovate and appreciate the breakthroughs made by members in supporting organizational goals.
- 3) For organizational support for its personnel 1), the organization to be more concerned about the welfare of its personnel, 2) the Unit Tasks needs to optimize the role of administrative personnel in accommodating personnel problems to the lowest level to prevent problems from getting bigger and provide assistance to personnel who have problems, both problems family and service, 3) the organization pays attention to personnel to the lowest level as a form of appreciation for the slightest role in the successful completion of tasks.
- 4) To improve job satisfaction, 1) organizations need to pay more attention to the amount of salary and incentives received by personnel with the workload received is appropriate, 2) organizations need to provide rewards and punishments fairly and honestly and be neutral by providing the most comprehensive opportunity -broadly for all members to participate in filling vacant and open structural and functional positions in the promotion of member positions by taking into account competence, educational background and achievement objectively.
- 5) For future researchers, this study has several limitations, so the authors suggest that in the future, further research can be carried out in order to develop and add to the use of variables such as organizational culture variables, and involve more respondents in researching to produce better results. and using different research methods such as direct interviews with respondents. This is deemed necessary to measure job satisfaction and commitment to the organization.

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