



The Mediating Effect of Organizational Justice, Commitment and Motivation against the National Police Leadership

Roza Milasari¹, Syahmardi Yacob², Tona Aurora Lubis³

^{1,2,3}Doctoral program in economics, Postgraduate, Universitas Jambi, Indonesia

Corresponding author: Roza Milasari

¹Roza.millasari@gmail.com

ARTICLE INFO

Research Paper

Article history:

Received: 14 July 2023

Revised: 12 August 2023

Accepted: 10 October 2023

ABSTRACT

The research aims to examine the mediating effects of organizational justice, commitment and motivation toward National Police leadership on the performance of police personnel. In this study, the questionnaires were distributed to 136 respondents, throughout the cities and districts in Jambi Province, and then the data were collected and analyzed using SEM-PLS 4.0. The research results show that improved performance police personnel is strongly influenced by the leadership style of the police, both directly and indirectly, emphasizing the importance of organizational justice, the implemented commitment and the built motivation which can mediate the relationship between the leadership and performance of the police. Therefore, police leaders must be aware of the needs of police members that through organizational justice members have confidence, which will build their commitment in performing their duties, greatly motivate the police officers. The police leadership style will drive to good performance.

Keywords: Police leadership, organizational justice, organizational commitment, motivation, police performance

This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

INTRODUCTION

There are still few studies of police leadership in supporting their performance albeit these both aspects show a strong influence because police performance is in accordance with predetermined provisions. The form of service is regulated under independent command, with each section led by a leader appropriate to the position, as stated by Alosani & Yusof (2018). In fact, the National Police are facing complex challenges, including the incompetence of some police officers, political interference, and a lack of transparency and accountability in the system. Meanwhile, the police performance is closely related to the influence of the style of organizational leadership. Furthermore, in the police context, the leadership style can influence motivation, productivity, and cooperation between officers and the community (Brown & Willis, 2003).

The National Police have an effective and strong leadership style in police organizations that has a direct influence and significant impact on their performance (Kim, Park, and Hyun, 2018). The leadership that provides direction, support, and empowers subordinates tends to enhance the motivation and commitment of the police officers (Bass & Riggio, 2006). Furthermore, leadership that prioritizes the values of professionalism and accountability is able to create an environment where police officers

are motivated to perform their duties well. Regardless the direct influence of police leadership on their performance, there is also an indirect influence between leadership and performance of the police, which is mediated by organizational justice, commitment and motivation. These three mediating variables play a pivotal role in improving the police performance.

Organizational justice is a ground for members to assess the equality built within an organization, a reflection of whether the organizational actions towards employees have adequate moral integrity. Organizational justice acts as a component to form trust and legitimacy in the police community interactions (Smith et al., 2020). The role of serving of the police is integral part to ensure compliance and respect for laws and regulations, which in turn plays a central role in maintaining societal peace and order. Public perceptions toward organizational justice in police organization influence their views of these institutions. Citizens who perceive fair interactions with the police may be more likely to have greater trust in the police, which in turn contributes to the establishment of the institution's legitimacy. In addition, organizational justice also implicates significantly to the image and effectiveness of the police institution as a whole. Moreover, the commitment and dedication of police officers to their national duties pertains closely to an organizational atmosphere that offers positive justice and support.

The level of organizational commitment and individual performance play an crucial role in the work environment, especially in law enforcement institutions, such as the National Police. Police performance describes an assessment of the extent to which effectiveness, efficiency and productivity are realized in the implementation of duties related to law enforcement. There is a very strong relation between perceived commitment to the institution and the quality of police performance. Individuals who perceive a high level of commitment to the organization tend to have greater motivation to perform their duties effectively and efficiently. They feel tied to the organizational goals and values, which ultimately influences the way they carry out their law enforcement duties. In addition, police officers who feel emotionally attached and value their organization tend to be highly motivated for optimum contribution in their duties (Mathieu & Zajac, 1990). In short, organizational commitment can act as an intrinsic motivator for police, encouraging them to maintain good performance.

There is evidence that motivational effect of police leadership has a significant influence on police performance. Police effective leadership has a significant impact on the performance of the police officers. Work motivation is an important factor in connecting the leadership with police performance. When members discern they have autonomy in their work, feel competent, and experience good social relationships in the work environment, their intrinsic motivation increases (Deci and Ryan, 1985). A work environment that supports the basic psychological needs of police officers will increase their intrinsic motivation, so that this will have a positive impact on police performance in completion of their duties (Gagné and Deci, 2005). Regarding police leadership, an approach that combines aspects of transformational and transactional leadership (Howell and Avolio, 1993), can create an environment that supports diverse work motivations among police officers. Thus, it indicates that public service motivation strengthens the connection between clarity of goals and alignment of values.

This paper consists of the introduction, theory and hypothesis, followed by a section that explains the methodology used to obtain the results. The following section explains the research discussion, findings and conclusions.

A. LITERATURE REVIEW

The Influence of the National Police Leadership on Organizational Justice

Police leaders are attributed to their associated leadership style that can build integrity and legal compliance, readiness to face challenges. It becomes a role model, builds communication and critical, creative and strategic thinking skills in building organizational justice, especially in the results distribution process, procedures for results distribution, and fair treatment from interactional justice. In any police organization, leadership plays a critical role to promote and uphold the principles of justice since the police leaders have significant impact on building organizational justice and the image of the police. Fair leadership means provision of equal treatment to all police officers and members of the

societies, regardless of their ethnicity, religion, race or other backgrounds. Leaders who have a vision of justice will ensure that law enforcement actions are based on strong evidence and fair procedures.

The study results shows that the National Police leadership has a positive and significant impact on organizational justice. It reveals the relationship that exists between leadership in the police and the concept of justice in the organizational context, with the implementation of the organizational justice principles in the police institutions, leads to implicate in helping and facilitating organizational justice (Trinkner & Tyler, 2018). The chain of command that exists within the police is one of the main factors that influences the level of the implementation of organizational justice. The research results show that there is partial mediation by public service motivation (PSM) and extrinsic motivation in the relationship among trust in leadership, organizational justice, and whistleblowing intentions (Ugaddan & Park, 2019).

Hypothesis 1: the National Police leadership can influence organizational justice with the principles of justice in the Regional Police of Jambi Province.

The Influence of the National Police Leadership on Organizational Commitment

Police leadership is crucial to build organizational commitment. Leadership style can contribute significantly in building strong commitment among police officers. It is vital the role of leaders in forming and maintaining organizational commitment since leaders can create a supportive work environment. Dong et al., (2019) revealed that good governance through police leadership has significant and positive influences on member commitment. The empowering leadership influences organizational commitment (Taufiq et al., 2023), while in the Samsat office, authoritarian leadership influences organizational commitment (Azis, 2020).

The members' organizational commitment is greatly determined by the leadership existing in the police institution. The successful achievement of organizational performance in police institutions depends on the level of its members commitment. Various studies show that leadership style can make a significant contribution to build strong commitment among police officers. The leaders acts importantly to form and maintain organizational commitment since they can create a supportive work environment.

Hypothesis 2: the National Police leadership can influence organizational commitment by building a strong level of commitment from members of the Regional Police of Jambi Province.

The Influence of the National Police Leadership on Work Motivation

It is believed that work motivation is influenced by the leadership exercised from superiors. Effective leadership can encourage police officers to provide optimal contribution to perform their duties (Yukl, 2013). Leaders who are able to inspire and motivate members with a strong vision and develop positive interpersonal relationships can help create a work environment that supports increased motivation (Avolio & Bass, 1995). There is a positive and significant relationship between the style of police leadership and work motivation where police who feel support and direction from their superiors tend to have higher levels of motivation. In turn, it can contribute to their increased performance in performing their daily duties (Smith et al., 2017). The relationship between police leadership and work motivation has important implications to improve the police officers performance. In research conducted by Mahmoud & Mukhtar (2021), they concluded that effective leadership in police organizations had a crucial role in maintaining the motivation and performance of security organizations in Nigeria.

Hypothesis 3: the National Police leadership can enhance work motivation in the Regional Police of Jambi Province.

The Influence of the National Police Leadership on the Police Performance

The relationship between the leadership and performance of the police has significant implications for effective law enforcement and quality service to societies. Dong et al., (2019) conducted a study that effective leadership and strong commitment are potential to encourage increased individual performance in the police work environment. Ardi & P. Drahen, (2023) conducted a study that leaders who practiced empowering leadership increased employee compatibility with the organization, thereby increasing organizational commitment. The leadership is greatly related to the organizational effectiveness of the police institution. A leader's delegation of authority to subordinates not only provides autonomy, variety, and opportunities for development, but also forces individuals, especially those working in law enforcement agencies, to perform their job responsibilities. Research conducted by Alsuwaidi et al., (2023) proved the positive and significant influence of transformational leadership and police performance to help police officers in fight against crime and control of threats in the tourism industry. Furthermore, leadership partially has a positive and significant impact on the performance of civil service police employees (Rukmana, 2021). Furthermore, Hassan & Jiang, (2021) conducted research on law enforcement workers, inclusive leadership, learning, and work group performance that managers had an important role to motivate police officers' performance.

Hypothesis 4: the National Police leadership can improve police performance in the Regional Police of Jambi Province.

The Influence of Organizational Justice on Police Performance

The relationship between organizational justice and police performance has a significant impact on the effectiveness and efficiency of law enforcement. Based on research conducted by (Boateng & Hsieh, 2019 & Greenberg, 1990), distributive justice which is viewed in recognition of police hard work and achievements, such as fair promotions, can enhance the work morale and motivate police officers to perform better (Colquitt, 2001). Procedural fairness also has an important impact. When internal procedures in law enforcement are considered fair, police officers tend to feel more satisfied with their work and feel more responsible for the results they achieve (Tyler, 2006). Procedural justice also helps reduce feelings of uncertainty and confusion in the police work environment. Aspects of interactional justice also play a key role in this relationship. Police officers who are treated with respect and are considered important by their peers and superiors tend to have better levels of motivation and performance (Bies & Moag, 1986). The analysis results indicate that overall perceived unfairness has a positive impact on officers' likelihood of self-reporting engaging in all three forms of organizational insubordination (Tyler, 2006; Bies & Moag, 1986). A study conducted by Reynolds & Helfers (2019) revealed that the influence of organizational justice had a positive and significant effect. Hayati & Caniogo, (2023) attested that distributive justice had a significant impact on task performance and contextual performance of banking employees, but did not have a significant influence on their level of job satisfaction. Further findings show that interactional and procedural justice influence the level of job satisfaction although it does not have a direct effect on task performance and contextual performance. Organizational justice has a significant effect on the performance of the civil service according to (Faisal & Septyarini, 2022) in their research examining the influence of organizational justice on employee performance.

Hypothesis 5: Organizational justice can improve police performance in the Regional Police of Jambi Province.

The Influence of Organizational Commitment on Police Performance

A conducive police environment can be realized when members have a strong commitment to the police organization. The success of police institutions to perform their duties properly does not only depend on law enforcement, but also on the extent to which their members are committed to the goals and values of the organization. Handayani et al., (2021) studied that organizational commitment to the performance of officers has a significant influence. Organizational commitment with work involvement results in the institution high performance. The members have high commitment when they are assigned and practice the commitment to face the challenges in their work (Manuel et al., 2022). Ruddin et al., (2020) analyzed the impact of commitment on the performance of National Police members. The research conducted by Rifa'i, A, (2023) explored and tested the influence of organizational commitment

(OC) on employee performance (EP). They revealed that OC was an important predictor of EP, finding that organizational commitment could predict employee performance. Organizational commitment influenced employee performance (Mohyi, 2021). A study attested the influence of emotional intelligence, organizational commitment, on the performance of police officers assigned to civil service offices (Taufiq et al., 2023).

Hypothesis 6: Organizational commitment can improve police performance in the Regional Police of Jambi Province.

The Influence of Motivation on Police Performance

Work motivation and performance of police are critical because they are associated with internal and external drives that encourage individuals to achieve the desired goals and results in their work. Police performance, on the other hand, is related to the extent to which they are able to perform their law enforcement duties with in effective and efficient manner. Research conducted by Locke and Latham (2002) underscored the importance of clearly defined goals and motivating challenges in improving the performance of individuals, including police. Motivation that comes from internal satisfaction and interest in work will have better performance (Deci & Ryan, 1985). A study on the relationship between work motivation and police performance was conducted by (Taufiq et al., 2023), revealing that motivation had a positive and significant effect on police performance (Kurniawan et al., 2023).

Another research related to the impact of leadership and motivation in Municipal Police Units (*Satpol PP*) found that motivation had a positive and significant effect on the performance of the Police (Rukmana, 2021). Research conducted by Yukama et al., (2020) on the Criminal Investigation Agency (*Bareskrim*), the National Police by considering employee recruitment factors, quality of human resources, and motivation, employee motivation had an influence on employee performance. Furthermore, Shahid et al., (2020) based on their study found that motivation had a positive and significant influence on police performance through identifying influential factors of police personal motivational factors.

Hypothesis 7: Motivation can improve police performance in the Regional Police of Jambi Province.

Mediation Relationship: Organizational Justice Mediates the National Police Leadership on their Performance

Organizational justice acts as a mediator in the relation of good police leadership and its performance. In other words, fair and open leadership that considers the principles of organizational justice can create a sense of support and involvement among the police, which ultimately has a positive impact on their performance. Previous studies (Smith et al., 2018) have underscored the importance of organizational justice in creating a work environment that supports and motivates the employees. Organizational justice includes various aspects, such as distributive, procedural, and interactional justice. The study of the mediating effects of organizational justice (Trinkner & Tyler, 2018) analyzes the importance of justice in facilitating work relationships between leaders and organizational members. Police departments, typically characterized by a quasi-military organizational structure, rely on a well-oiled chain of command where organizational policy and fairness serve as a bridge to improve members' performance.

Research conducted by Khan et al. (2021) regarding the credibility of higher education institutions identified a number of influential dynamic factors to the image of the institution. In this domain, leadership is a crucial element and is broadly recognized as a key element. This understanding is supported by some research, such as that conducted by Smith et al. (2019) which highlighted the importance of the role of leadership to form positive perceptions about educational institutions. Research conducted by Anderson et al. (2018) illustrated how employee's performance had a substantial

impact on organizational performance. This factor is also a major assessment of the success or failure of higher education institutions. The importance of organizational justice as an influential element on employee perceptions was also researched by Green et al. (2017). Based on their study, it clearly shows that organizational justice had a strong influence on employee loyalty and engagement. Al Najjar et al. (2022) in their research on the positive relationship between leadership style and the achievement of organizational justice and the impact on improving police performance (Salman and his colleagues, 2020; Al-Madi et al., 2018), illustrated how effective leadership styles can have a positive impact on an equitable organizational environment.

Hypothesis 8: The organizational justice acts to mediate the influence of the National Police leadership on police performance in the Regional Police of Jambi Province.

Mediation Relationship: Organizational Commitment Mediates Police Leadership on Police Performance

High organizational commitment improves police performance since the officers who are highly committed tend to work harder and more diligent in performing their duties. Supportive and motivating leadership can shape members' perceptions of the organization as a good workplace (Walumbwa et al., 2008). Eventually, it leads to increased organizational commitment which, in turn, improves overall its performance. Moreover, research conducted by (Donkor et al., 2021) analyzed the mediating influence of organizational commitment between various leadership styles (transformational, transactional, and laissez-faire) and subordinate performance in state-owned companies in Ghana. Their findings revealed that the stronger the organizational commitment, the more significant the influence of this leadership style on job performance.

In a study of (Chevalier et al., 2020) in France, they found that the mediating effect of affective organizational commitment was correlated with French police performance. Mohd & Nisa Mohd Arshad, (2019) in their empirical study examined and evaluated the implications of organizational commitment factors to mediate the relationship between transformational leadership style and team performance among law enforcement in Malaysia. Yandi & Bimaruci Hazrati Havidz, (2022) analyzed the mediating effect of organizational commitment between work engagement and employee performance.

Hypothesis 9: The organizational commitment acts as mediator between the National Police leadership and their performance in the Regional Police of Jambi Province.

Mediation Relationship: Motivation mediates the National Police Leadership with their Performance

Work motivation is an imperative factor to link leadership with performance of the police. When police members perceive they have autonomy in their work, competence, and good social relationships in the work environment, their intrinsic motivation will increase (Deci and Ryan., 1985). Police leadership influences their performance through their built motivation (Gagné and Deci, 2005). An approach combining the aspects of transformational and transactional leadership, according to Howell and Avolio (1993), can lead to a diverse supporting environment of work motivation among police officers. This will ultimately contribute to improvement of overall police performance.

Research on public sector conducted by Bao & Ge, (2019) found a moderating effect of work motivation on transformational leadership and police performance in China. Research performed by Adriansyah et al., (2020) examined the mediating effect of motivation between transactional leadership style and organizational culture on organizational performance at Police Office in Malang, Indonesia. Kurniawan et al., (2023) conducted empirical research regarding the performance of National Police members in the Jambi Regional Police. Based on their study, transformational leadership style had a significant effect on the work motivation of police members in the Regional Police office, Jambi.

Hypothesis 10: The work motivation acts as a mediator between the National Police leadership and their performance in the Regional Police of Jambi Province.

METHODOLOGY

The study used qualitative approach with an explanatory survey method. Data were collected through a questionnaire with a Likert scale distributed to respondents who occupied leaders in Regional Police throughout the Jambi Province. The respondents accounted for 136 persons selected using Krejcie-Morgan table criteria. The implementation of police leadership was measured using 3 (three) dimensions of organizational justice, 3 (three) dimensions of organizational commitment, 5 (five) dimensions of motivation and 5 (five) dimensions of police performance. Data were then analyzed using average scores, validity and reliability tests and hypothesis testing using partial least squares to test the hypotheses used in this research.

B. RESULTS

Respondent Characteristics

The respondents involved in this study were characterized in terms of age with the largest percentage were aged between 46 – 50 years (62%), the 2nd (second) largest percentage were aged > 50 years (34%) and the smallest percentage were aged 41 – 45 years (4%). Based on the gender, the largest respondents were men (92%), while and women constituted 8%. The highest level of education among respondents was PAG PA graduates; while the lowest was PTIK, constituting 4%. The highest rank of respondent were Police Adjunct Commissioner (AKP) (57%), and the lowest percentage were Police Adjunct Chief Commissioner (AKBP) & Police 2nd Inspector (IPDA) of 2%. The largest respondent were working at Jambi Police office (20%), while the lowest was from Tanjung Jabung Barat & Kerinci Police office (6%).

Tabel 1. Descriptive variables of the study

Variable	Mean
Police leadership	4.26
Organizational justice	4.20
Organizational commitment	4.33
Motivation	4.25
Police performance	4.22

Souce: data processed, 2023

Table 1 illustrates that all variables satisfy a very good category. Furthermore, the outer model test determines the relationship between the latent variables and the indicators of each variable and observe the valid indicators of the construct variable. Testing was carried out through the first processing where there were invalid indicators, which later were removed from the model. The second processing was carried out to reach out that all indicators were declared to be valid. The results of the validity of the indicators are illustrated in Figure 1 below.

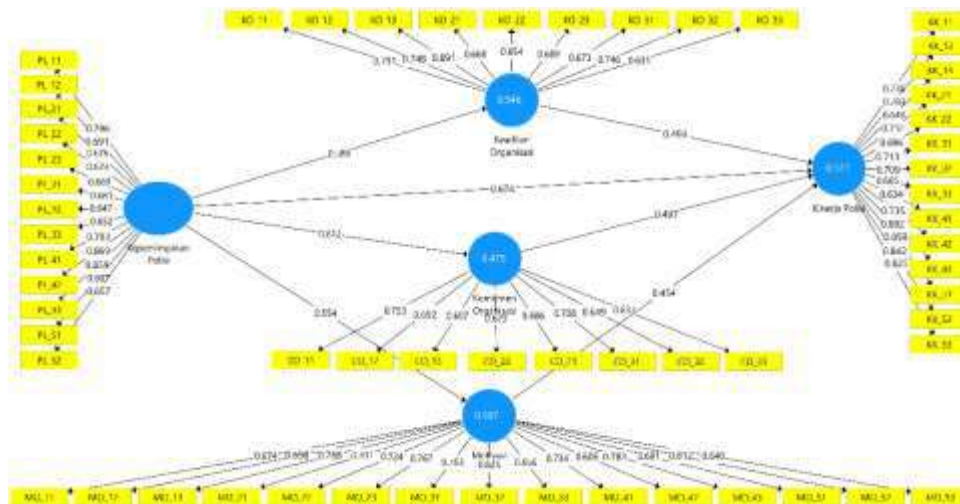


Fig. 1 Model of measurement results

Based on Fig. 1 above, all loading factors are claimed to be valid because according to PLS rules, the indicators are > 0.6 (Chin, 2014). Furthermore, validity and reliability can be viewed from the constructs of reliability and validity that are illustrated in Table 2 below.

Table 2 The constructs of reliability and validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational justice	0.814	0.819	0.858	0.609
Police leadership	0.860	0.864	0.885	0.774
Police performance	0.723	0.869	0.755	0.722
Organizational commitment	0.801	0.805	0.851	0.619
Motivation	0.901	0.914	0.916	0.729

Source: data processed, 2023

Based on Table 2 above, the validity can be observed in Fig. 1 by looking at the loading factor value. In this regard, validity can be viewed from the construct by observing the AVE value. The organizational justice variable is 0.609, while that of the police leadership variable accounts for 0.774, and the police performance variable is 0.722. The value of organizational commitment and motivation variable account for 0.619 and 0.729, respectively. The results indicate that the entire variables are declared to meet validity since the score is more than 0.5. The reliability of the research instrument can be seen from the analysis of Cronbach's alpha value where the organizational justice variable accounts for 0.814. Meanwhile, the variable of police leadership, police performance, organizational commitment, and motivation account for 0.860, 0.723, 0.801 and 0.901, respectively. These results show the accuracy and reliability of all variables since the score is more than 0.7. On the other hand, the analysis of composite reliability value of the organizational justice variable accounts for 0.819. Meanwhile, those of the variable of police leadership, police performance, organizational commitment, and motivation are 0.864, 0.869, 0.805 and 0.914, respectively. The results show that the entire variables are declared reliable since the score is more than 0.7.

Structural Model Testing (Inner Model)

Structural model testing aims to quantify the influence magnitude of the relationship (cause and effect) between latent variables or between the latent variables and endogenous variables on exogenous variables. Below, Table 3 presents the results of the determination test (R^2) to determine whether one variable influences other variables.

Table 3 Determination coefficient

Variable	R Square	R Square Adjusted
Organizational justice	0.546	0.539
Police performance	0.521	0.496
Organizational commitment	0.475	0.468
Motivation	0.507	0.500

Source: data processed, 2023

The determination test results of the police performance (R²) shown in Table 3 indicate that the R Square value of organizational justice obtained a value of 0.546 with a criterion of 0.3. It means that police leadership is able to provide a contribution or influence of 0.546 to organizational justice. The R Square value of police performance obtained a value of 0.521 with criteria of 0.3, indicating that police leadership, organizational justice, organizational commitment and motivation are able to provide a contribution or influence of 0.521 on police performance. The R Square value of organizational commitment obtained a value of 0.475 with a criterion of 0.3, indicating that police leadership is able to provide a contribution or influence of 0.475 on organizational commitment. The R Square value of motivation obtained a value of 0.507 with a criterion of 0.3, indicating that police leadership is able to provide a contribution or influence of 0.507 on motivation. The analysis results conclude that the field conditions support the research model since the research model is valid and reliable and fits the model.

Hypothesis Testing

The testing results of hypotheses using path analysis prove the influence of the independent and the dependent variable as shown in Table 4 below.

Table 4 Summary of Hypotheses testing results

	Hipothesis	Results		Note
		T Statistics (O/STDEV)	P Values	
H ₁	Police leadership -> Organizational justice	8.511	0.000	Accepted
H ₂	Police leadership -> Organizational commitment	10.135	0.000	Accepted
H ₃	Police leadership -> Motivation	8.478	0.000	Accepted
H ₄	Police leadership -> Police performance	11.651	0.000	Accepted
H ₅	Organizational justice -> Police performance	8.028	0.000	Accepted
H ₆	Organizational commitment -> Police performance	8.095	0.000	Accepted
H ₇	Motivation -> Police performance	7.662	0.001	Accepted
H ₈	Police leadership -> Organizational justice -> Police performance	7.791	0.001	Accepted
H ₉	Police leadership -> Organizational commitment-> Police performance	4.738	0.012	Accepted
H ₁₀	Police leadership -> Motivation -> Police performance	9.597	0.000	Accepted

Source: primary data processed, 2023

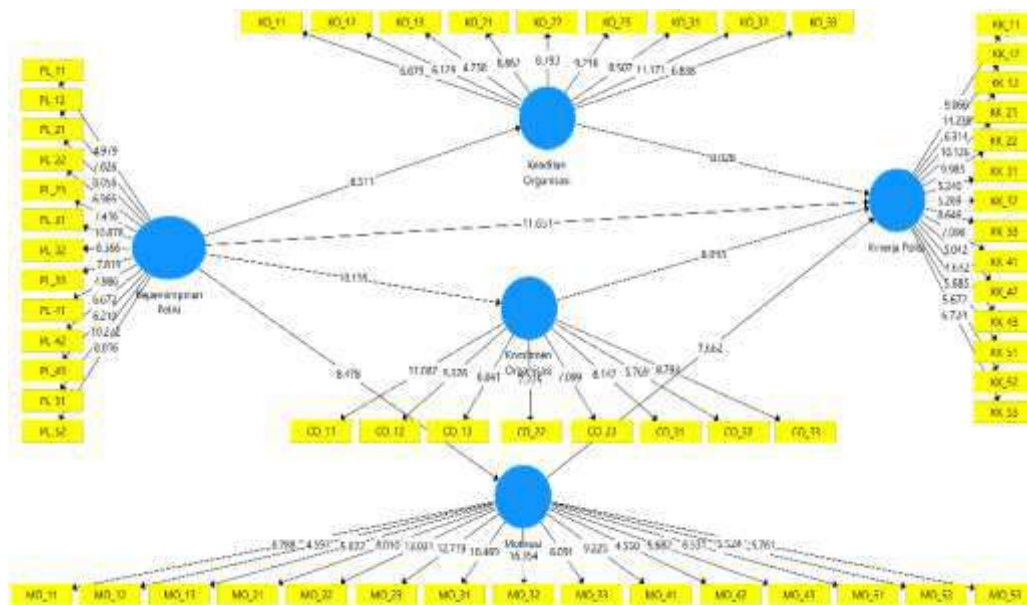


Fig. 2 Path coefficient

Berdasarkan Tabel 4 dan gambar 2 dapat dilihat bahwa semua hipotesis yang diuji dalam penelitian ini diterima karena berpengaruh positif dan signifikan dengan t-statistik $> 1,97$ dan p-value < 0.05 .

Based on Table 4 and Fig. 2 above, we can observe that all hypotheses tested in this study are accepted since they have a positive and significant effect as indicated with t-statistics value > 1.97 and p-value < 0.05 .

C. DISCUSSION

The National Police leadership has a positive and significant influence on organizational justice; thus, Hypothesis 1 is accepted, which can be confirmed by observing the p-value and t-statistic. The strong influence between police leadership and the implementation of organizational justice has positive long-term impacts, which can create more responsive, ethical, and quality police departments, as suggested by Trinkner & Tyler (2018). As such, the significant influence of police leadership on organizational justice is also able to predict whistleblowing actions from police officers, as revealed in the research of Ugaddan & Park (2019).

The implementation of police leadership has a positive and significant impact on the built organizational commitment. It can be observed from the research results, which support Hypothesis 2; thus, it can be accepted. This positive and significant influence is strengthened by the output path coefficients, i.e., the t-statistics and p-value of these two variables. The results of this research are in line with the study findings of Dong et al., (2019), which revealed that police leadership was able to influence organizational commitment positively and significantly. It is also in line with that of (Mohd & Nisa Mohd Arshad, 2019; Ardi & P. Drahen, 2023; Taufiq et al., 2023; Azis., 2020).

The implementation of police leadership has a positive and significant impact on the built motivation. The research results support Hypothesis 3; thus, it is accepted. Particularly, it is in the context of leaders with attributes of abilities, traits, actions or behavior that encourage their followers in daily practice to increase security through the use of legitimate authority in the achievement of organizational results. Another research also confirms that support and direction from superiors contribute to higher levels of motivation among police officers, which in turn improves their performance in performing their daily duties, even in the context of transactional and transformational leadership styles. In addition, research conducted by (Mukhtarmizi et al., 2020) showed that transactional leadership style and organizational culture had a direct and significant influence on work

motivation. A study conducted by Mahmoud & Mukhtar (2021) emphasized the importance of effective leadership functions in maintaining the motivation and performance of security organizations, especially in the context of the Nigerian Police. The research supports the importance of effective leadership to encourage police officers' work motivation, which ultimately contributes to improve their performance in the field.

Furthermore, police leadership also has a significant influence on their performance. Therefore, Hypothesis 4 (H4) is accepted. This finding is in line with previously conducted research, such as that conducted by Dong et al., (2019), in which, they emphasized that effective leadership influenced police performance, especially if there was strong commitment among them. In this regard, Ardi & P. Drahen, (2023) highlighted the importance of empowering leadership to enhance employee's compatibility with police agencies. In addition, research conducted by Alsuwaidi et al., (2023) indicated that transformational leadership had a positive impact on police performance in the context of the tourism industry, particularly in fighting crime and threats. These findings support the importance of effective leadership in a security context. Research conducted by (Rukmana, 2021) also showed that leadership had a positive and significant influence on employee performance in general, confirming that the leader's role in guiding and motivating his team had a significant impact on work results. Research conducted by Hassan & Jiang (2021) underscored the importance of inclusive leadership behavior to enhance the performance of police officers who attended work groups to engage in learning. This result confirms that leadership aspects promoting inclusion and collaboration can have a positive impact on the performance of police officers. Overall, these hypotheses support the importance of effective police leadership to influence police performance and the leadership aspect has varied, yet positive impacts on police officers' work outcomes.

The organizational justice has a positive and significant influence on police performance, leading to the acceptance of Hypothesis 5 (H5). The output of path coefficients also meet the requirements with significant t-values and p-values. It indicates that the relationship between organizational justice and police performance has an important impact on the effectiveness and efficiency of law enforcement. This research is focused on three main dimensions of organizational justice, i.e., distributive justice, procedural justice, and interactional justice as stated by Boateng & Hsieh (2019) and Greenberg (1990). These research results are in line with previously conducted studies, such as that conducted by Reynolds & Helfers (2019), which showed that injustice perceived by police could have a negative impact on their behavior, including involvement in acts of organizational disobedience. In addition, the influence of organizational justice on police performance can increase work effectiveness and maintain police integrity. It is in accordance with the research by Mayer & Davis (1999). Other studies, such as those of Hayati & Caniago (2023), Sembiring et al. (2020), and Faisal & Septyarini (2022), also revealed that organizational justice had a significant influence on various aspects of the performance and job satisfaction of Criminal Investigation officers. It includes its impact on task, contextual performance, job satisfaction, and officer caring atmosphere. Fair treatment and transparent processes within the organization can make a positive contribution to the overall performance of law enforcement officers. The results of this research support the importance of maintaining and improving organizational justice in the context of law enforcement agencies, such as police, to support better performance and officer job satisfaction.

In term of organizational commitment on police performance, it confirms that organizational commitment has a positive and significant influence on police performance; thus, it supports the proposed hypothesis (H6). The output of path coefficients also meets the requirements with significant t-values and p-values. It means that the organizational commitment of the police officers can form a robust police environment and have a positive impact on their performance. These findings are in line with several previous studies that examined the relationship between organizational commitment and performance in various organizational contexts. Handayani et al. (2021) studied the influence of

organizational commitment on the performance of state civil servants, while Manuel et al. (2022) investigated the relationship between organizational commitment and work engagement. Ruddin et al. (2020) revealed that work commitment had a positive influence on the performance of National Police members. Meanwhile, research conducted by Rifa'i, A. (2023) showed that organizational commitment could predict and influence the growth and improvement of employee performance. In addition, research conducted by Mohyi (2021) underscored the role of emotional intelligence, organizational commitment, and organizational citizenship behavior on employee performance, which showed that the higher the emotional intelligence and organizational commitment, the higher the employee's performance. A study conducted by Umaya and Suwasono (2022) also found that organizational commitment had a positive effect on employee performance of the Mojojoto Police. However, research conducted by Taufiq et al. (2023) showed different results, where participative leadership style and organizational commitment had no partial effect on employees' performance. Work facilities actually have a positive and significant influence. However, these studies cumulatively emphasize the importance of organizational commitment in influencing police officers' performance, with respect that the results may vary depending on contextual and organization-specific factors.

This research confirms that motivation has a positive and significant effect on police performance, which supports the proposed hypothesis (H7). The output of path coefficients also meet the requirements with significant t-values and p-values. It proves the importance of understanding the relationship between work motivation and police performance, as well as its impact on human resource management and decision making in the National Police. This study provides a strong basis for improving and developing human resource management in the National Police. The research findings are in line with other studies, such as that conducted by Taufiq et al. (2023), which shows that motivation has a positive and significant impact on police performance. It confirms that well-motivated police tend to perform better. Research conducted by Kurniawan et al. (2023) emphasized the importance of understanding motivational factors in improving the performance of the National Police members, while research of Rukmana (2021) showed that motivation had a positive and significant effect on the performance of Municipal Police Units (*Satpol PP*). Study findings of Yukama et al. (2020) and Shahid et al. (2020) also underlined the importance of motivation in improving performance in various units and work environments, including in the National Police.

By better understanding the relationship between work motivation and police performance, the National Police can design strategies and policies aiming to increase the motivation of their members, which is expected to have a positive impact on effectiveness and efficiency to perform their law enforcement duties.

The National Police leadership has a positive and significant influence on their performance through mediation of organizational justice. The research results support the proposed hypothesis (H8), with output of path coefficients that meet the t-value and p-value requirements. These findings are in line with other research that also highlighted the importance of the mediating variable of organizational justice in the relationship between police leadership and their performance. The study conducted by Johnson et al. (2020) found that police strong and effective leadership had a positive effect on their performance with the mediating role of organizational justice. Trinkner & Tyler (2018) also highlighted the importance of organizational justice in facilitating working relationships between leaders and organizational members, as well as how organizational justice could mediate the relationship between police leadership and their performance. Research conducted by Khan et al. (2021) underscored the mediating role of organizational justice in the relationship between leadership and employee performance, while Brown et al. (2020) investigated transformational leadership mediated by organizational justice in relation to employee performance. Furthermore, Green et al. (2017) revealed that organizational justice had a strong influence on employee loyalty and engagement, which could be related to leadership. Al Najjar et al. (2022) and Aziz et al. (2019) also emphasized the significant relationship between leadership style and organizational justice in various organizational contexts. In general, these findings provide a deeper understanding of the complexity of the relationship between leadership, organizational justice, and performance in various contexts, including police institution. It can help organizations, including the National Police, to develop strategies that are more effective,

motivate and improve the performance of their members. It can be done through attention to organizational justice and effective leadership styles.

The research strengthens that the National Police leadership has a positive and significant influence on their performance through the mediation of organizational commitment. This research results support the proposed hypothesis (H9), with output of path coefficients that meet the t-value and p-value requirements. These findings emphasize the importance of organizational commitment role to improve the police performance. It also reveals how factors, such as leadership and training can mediate the relationship between organizational commitment and performance. The study results are in line with those highlighting the mediating role of organizational commitment in the relationship of various factors, such as leadership style, training, and performance. Donkor et al. (2021) attested that organizational commitment could act as a mediator in the relationship between leadership styles (transformational, transactional, and laissez-faire) and subordinate performance in companies in Ghana. Chevalier et al. (2020) showed that affective organizational commitment could mediate the relationship between police socialization and their performance in France. Research conducted by Mohd & Nisa Mohd Arshad (2019) also underlined the role of organizational commitment as a partial mediator in the relationship between transformational leadership style and the performance of law enforcement teams in Malaysia. Yandi & Bimaruci Hazrati Havidz (2022) found that organizational commitment could mediate the relationship between work engagement and employee performance. In general, these studies provide important insights of how organizational commitment may be a significantly mediating factor in the relationship between police leadership and police performance. It has pivotal implications to develop strategies and policies in the National Police, and to improve the performance of their members through attention to organizational commitment.

Police leadership has a positive and significant influence on their performance mediated by motivation factor. These findings support the proposed hypothesis (H10), with output of path coefficients that satisfy the t-value and p-value requirements. This research results underline the important role of work motivation as a connection between leadership and police performance. The research results also reveal the differences in the role of transformational and transactional leadership styles in influencing work motivation and, in turn, police performance. The extrinsic motivation of police officers can be influenced by provisioning rewards and punishments based on performance achievements, in accordance with the transactional leadership approach. However, the intrinsic motivation of police officers increases when they feel they have autonomy in their work, feel competent, and experience good social relationships in a work environment that supports basic psychological needs, which has a positive impact on police performance. This study results are in line with the motivation theory proposed by Deci and Ryan (1985). Regardless these results, this research also shows that work motivation can moderate the relationship between various factors, such as leadership style, organizational culture, and performance. This study illustrates the complex dynamics between leadership, work motivation, and police performance. These findings have important implications in the development of strategies and policies in police institutions to improve their members' performance through better understanding to several factors, such as leadership and work motivation.

D. CONCLUSION

The research results suggest that variables of police leadership, organizational justice, organizational commitment, and motivation can significantly improve police performance. The results also show that police leadership and organizational justice, organizational commitment, motivation can improve their performance. Police leadership is directly able to improve police performance, while it can improve police performance through the mediation of organizational justice, organizational commitment and motivation can improve police performance indirectly. These findings reveal that police leadership style is able to influence police performance by building organizational justice, implementing organizational commitment and building motivation to improve police performance. The

style of police leadership with a leader-centric concept as a set of characteristic attributes, competencies, abilities, traits, actions, or behavior encourages followers in their duties. It improves security with the use of legitimate authority in achieving organizational results, which is able to improve their performance originating from differences. The background will be based on their leader abilities so that they can create a police organization to achieve the stated vision and mission.

REFERENCE

- Adriansyah, M. A., Setiawan, M., & Yuniarinto, A. (2020). The Influence of Transactional Leadership Style and Work Culture on Work Performance Mediated By Work Motivation. *Journal of Applied Management (JAM)*, 18(3). <http://dx.doi.org/10.21776/ub.jam.2020.018.03.17>
- Al Najjar, M., Al Shobaki, M. J., & El Talla, S. (2022). Leadership and Its Impact on Achieving Organizational Justice in Palestinian Relief Organizations. *International Journal of Academic Management Science Research (IJAMSR)*, 6(9), 207–231.
- Alsuwaidi, M. E., Teknikal, U., Mansor, N., & Teknikal, U. (2023). Transformational Leadership to enhance Performance of Tourist Police through Knowledge Management : A proposed framework By. *Sosial Science Journal*, 13.
- Ardi, K., & P. Drahen, S. (2023). The Effectiveness of Empowering Leadership on Organizational Commitment in The Police Institution: A Systematic Literature Review. *Journal of Economics, Finance and Management Studies*, 06(03), 1089–1094. <https://doi.org/10.47191/jefms/v6-i3-07>
- Azis, A. H. (2020). Pengaruh Gaya Kepemimpinan Terhadap Komitmen Organisasional , Kepuasan Kerja Dan Kinerja Pegawai Satuan Polisi Pamong Praja Kabupaten Mempawah. *Equator Journal of Management and Entrepreneurship*, 08(02), 137–154.
- Bao, Y., & Ge, L. (2019). Linking transformational leadership and value congruence among Chinese police force: The mediating role of goal clarity and the moderating role of public service motivation. *Australian Journal of Public Administration*, 78(3), 373–395. <https://doi.org/10.1111/1467-8500.12389>
- Boateng, F. D., & Hsieh, M. L. (2019). Explaining Job Satisfaction and Commitment Among Prison Officers: The Role of Organizational Justice. *Prison Journal*, 99(2), 172–193. <https://doi.org/10.1177/0032885519825491>
- Chevalier, S., Huart, I., Coillot, H., Odry, D., Mokoukolo, R., Gillet, N., & Fouquereau, E. (2020). How to increase affective organizational commitment among new French police officers. The role of trainers and organizational identification. *Police Practice and Research*, 21(6), 562–575. <https://doi.org/10.1080/15614263.2019.1658582>
- Dong, M., Mahfudnurnajamuddin, M., Semmaila, B., & Latief, B. (2019). Contributions Of Human Resources Development, Leadership Style, Organizational Commitment, And Work Motivation On Good Governance And Police Officer Performance (Study Of Police Officer In South Sulawesi Regional Police). *European Journal of Business and Management Research*, 4(6), 1–10. <https://doi.org/10.24018/ejbmr.2019.4.6.136>
- Donkor, F., Dongmei, Z., & Sekyere, I. (2021). The Mediating Effects of Organizational Commitment on Leadership Styles and Employee Performance in SOEs in Ghana: A Structural Equation Modeling Analysis. *SAGE Open*, 11(2). <https://doi.org/10.1177/21582440211008894>
- Faisal, W. I., & Septyarini, E. (2022). Pengaruh Kepemimpinan Trilogi Dan Keadilan Organisasional Terhadap Kinerja Pegawai Satuan Polisi Pamong Praja Kota Yogyakarta. *Humantech: Jurnal Ilmiah Multidisiplin Indonesia*, 2(01), 98–105.
- Handayani, Y., Syarifuddin, A., & Tui, S. (2021). Pengaruh motivasi dan komitmen organisasi terhadap kinerja pegawai Satuan Polisi Pamong Praja (SATPOL PP) Kota Makassar. *MM Journal STIE YPUP Makassar*, 2, 92–107.

- Hassan, S., & Jiang, Z. (2021). Facilitating Learning to Improve Performance of Law Enforcement Workgroups: The Role of Inclusive Leadership Behavior. *International Public Management Journal*, 24(1), 106–130. <https://doi.org/10.1080/10967494.2019.1680465>
- Hayati, K., & Caniago, I. (2023). Organizational Justice : How Does It Affect Performance and Job Satisfaction ? *ICEBE 2022, AEBMR 241, 1*, 378–391. <https://doi.org/10.2991/978-2-38476-064-0>
- Khan, I. U., Idris, M., & Amin, R. U. (2021). Leadership style and performance in higher education: the role of organizational justice. *International Journal of Leadership in Education*, 00(00), 1–15. <https://doi.org/10.1080/13603124.2020.1854868>
- Kurniawan, S., Rosita, S., & Lubis, T. A. (2023). Performance of Police Personnel At Jambi Police (Transformational Leadership Style Perspective and Work Motivation). *Journal of Business Studies and Mangement Review*, 6(2), 225–230. <https://doi.org/10.22437/jbsmr.v6i2.26185>
- Mahmoud, T. A., & Mukhtar, I. J. (2021). Leadership Functions and Motivation in Security Organizations: Challenges and Solutions in the Nigeria Police. *KIU Journal of Social Sciences*, 7(1), 37–42.
- Manuel, G. C., Ligan, V. O., & Bandiola, A. N. (2022). a Causal Model on Work Engagement of Police Commissioned Officers in Region 11 Concerning Leadership, Personality Traits, and Organizational Commitment. *International Journal of Research -GRANTHAALAYAH*, 10(10), 130–142. <https://doi.org/10.29121/granthaalayah.v10.i10.2022.4835>
- Mohd, A., & Nisa Mohd Arshad, K. (2019). The Implications of Transformational Leadership Styles, Organizational Commitments and Teamwork Performance Among Law Enforcement in Malaysia. *KnE Social Sciences*, 2019, 1130–1149. <https://doi.org/10.18502/kss.v3i22.5116>
- Mohyi, A. (2021). The Effect of Emotional Intelligence, Organizational Commitment and Organizational Citizenship Behavior on Employee Performance. *Journal of International Conference Proceedings*, 3(4), 84–95. <https://doi.org/10.32535/jicp.v3i4.1013>
- Mukhtarmizi, Amir, Am., Edward, & Octavia, A. (2020). Influence of Employee Development, Motivation and Leadership on the Performance of Civil Servants, Job Satisfaction as Moderator Variable: A Case of the Jambi Regional Police. *South Asian Research Journal of Business and Management*, 02(02), 19–29. <https://doi.org/10.36346/sarjbm.2020.v02i02.002>
- Reynolds, P., & Helfers, R. C. (2019). Organizational injustice and police misconduct: Predicting organizational defiance among police officers. *Criminology, Criminal Justice, Law and Society*, 20(1), 53–70. <https://doi.org/10.21202/1993-047x.13.2019.3.1412-1429>
- Rifa'i, A. A. (2023). the Effect of Organizational Commitment on Employee Performance At Pt. Sentosa Deli Mandiri Medan. *Jurnal Darma Agung*, 31(1), 123. <https://doi.org/10.46930/ojsuda.v31i1.2952>
- Ruddin, S., Mus, A. R., Latief, B., & Andriani, B. (2020). Organizational Culture, Work Commitment and Compensation Effect on Job Satisfaction and Police Members Performance in Makassar Metropolitan City Police (POLRESTABES). *European Journal of Business and Management Research*, 5(2), 1–6. <https://doi.org/10.24018/ejbm.2020.5.2.282>
- Rukmana, I. J. (2021). The Influence of Leadership and Motivation on Employee Performance in The Civil Service Police Unit of Central Tapanuli Regency. *LITERATURS*, 3(1), 59–67. <https://doi.org/10.36555/almana.v4i2.1352>
- Shahid, M. Bin, Haq, A. U., Iqbal, S., & Munir, A. (2020). Impact of Motivational Factors on Motivation of Police Force: A Case of Project of Punjab Police. *Review of Education, Administration & LAW*, 3(3), 495–509. <https://doi.org/10.47067/real.v3i3.95>

- Taufiq, M., Maryadi, M., & Asri, A. (2023). Pengaruh Gaya Kepemimpinan Partisipatif, Komitmen Organisasi Dan Sarana Kerja Terhadap Kinerja Pegawai Pada Kantor Satuan *Jurnal Pusaran Manajemen (JPM)*, 2(1), 184–198. <https://e-jurnal.nobel.ac.id/index.php/jpm/article/view/3606%0Ahttps://e-jurnal.nobel.ac.id/index.php/jpm/article/download/3606/1820>
- Trinkner, R., & Tyler, H. D. (2018). Build Momentum for Police Reform through Organizational Justice. *Grou*, 23529(2), 1–45.
- Ugaddan, R. G., & Park, S. M. (2019). Do Trustful Leadership, Organizational Justice, and Motivation Influence Whistle-Blowing Intention? Evidence From Federal Employees. *Public Personnel Management*, 48(1), 56–81. <https://doi.org/10.1177/0091026018783009>
- Walumbwa, F. O., Avolio, B. J., & Zhu, W. (2008). How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs. *Personnel Psychology*, 61(4), 793–825. <https://doi.org/10.1111/j.1744-6570.2008.00131.x>
- Yandi, A., & Bimaruci Hazrati Havidz, H. (2022). Employee Performance Model: Work Engagement Through Job Satisfaction and Organizational Commitment (a Study of Human Resource Management Literature Study). *Dinasti International Journal of Management Science*, 3(3), 547–565. <https://doi.org/10.31933/dijms.v3i3.1105>
- Yukama, E., Pragiwani, M., & Suriawinata, I. S. (2020). Effect of The Employee Recruitment Process, Quality of Human Resources and Work Motivation on Employees Performance at Indonesian Police Criminal Investigation Agency, Forensic Laboratory Centere. *Indonesian Journal of Business, Accounting and Management*, 3(2), 104–109. <https://doi.org/10.36406/ijbam.v3i2.604>