



DOI: <https://doi.org/10.38035/dijms.v7i4.6511>
<https://creativecommons.org/licenses/by/4.0/>

The Influence of Work Culture and Work Ability on Organizational Commitment in The Directorate of Special Criminal Research of The Metro Jaya Regional Police

Linda Sari Puji Astuti¹, Enjang Sudarman², Sukiman Sukiman³

¹ Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. linda.cimot78@gmail.com

² Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. sudarmanenjang@yahoo.co.id

³ Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. sukimanhawe@gmail.com

Corresponding Author: linda.cimot78@gmail.com¹

Abstract: The purpose of this study is to describe and analyze the influence of work culture on organizational commitment, the influence of work ability on organizational commitment and to analyze the influence of work culture and work ability on organizational commitment at the Directorate of Special Criminal Investigation of the Metro Jaya Regional Police. The calculated t_{value} for the Work Culture variable (X_1) is 4,726, while the t_{table} value for $N = 64$ is 1,997. So $4,726 > 1,997$, then H_0 is rejected and H_a is accepted, Work Culture (X_1) has a significant effect on Organizational Commitment (Y). The calculated t_{value} for the Work Ability variable (X_2) is 8,899, while the t_{table} value for $N = 64$ is 1,997. So $8,899 > 1,997$, then H_0 is rejected and H_a is accepted. The calculated F_{value} is 105,076 Meanwhile, the $F_{\text{table}} (\alpha 0,05)$ for $N = 64$ is 2,75. So the calculated F is $>$ from the $F_{\text{table}} (\alpha 0,05)$ or $105,076 > 2,75$ with a significance level of 0,00 0 because $0,000 < 0,05$, it can be said that Work Culture (X_1) and Work Ability (X_2) together or simultaneously have a positive effect on Organizational Commitment (Y), the R Square value (R^2) is 0,775. This shows that 77,5% Work Culture (X_1) and Work Ability (X_2) jointly influence Organizational Commitment (Y), while the remainder is 22,5% influenced by other factors not examined in this study.

Keyword: Work Culture, Work Ability, Organizational Commitment.

INTRODUCTION

Human resources (HR) are a key element in determining the success of an organization, including government organizations such as the Indonesian National Police (Polri). In the context of public organizations, HR plays a role not only in implementing policies but also as a driving force in achieving the organization's strategic goals. Therefore, improving HR quality is crucial for organizations to adapt to the challenges of the times and provide professional, modern, and reliable public services.

One factor influencing organizational commitment is work culture. Work culture is a set of values, norms, habits, and attitudes that serve as guidelines for work behavior for every member of an organization. According to Robbins & Judge (2019), organizational culture is a system of shared meanings held by organizational members that distinguishes one organization from another. In the context of the police, work culture plays a crucial role in shaping the character, discipline, dedication, responsibility, and integrity of personnel in carrying out state duties. A positive work culture can create a harmonious work environment, increase a sense of belonging to the organization, and foster personnel commitment to the institution.

Besides work culture, another factor that influences organizational commitment is work capability. Work capability encompasses technical, conceptual, and interpersonal skills that support an individual in carrying out their duties effectively. According to Mangkunegara (2021), work capability encompasses an individual's potential in the form of knowledge, skills, and attitudes used in completing work. In the context of the Jakarta Metropolitan Police's Directorate of Special Criminal Investigation, high work capability is essential, as investigators must understand modern investigative techniques, master information technology and digital forensics, and possess in-depth analytical skills for complex cases. Personnel with high capabilities will be more confident and have a greater sense of responsibility for their work, which in turn strengthens commitment to the organization.

Furthermore, from the technical investigative capability perspective, ideally every investigator should possess technical competency, including mastery of information technology, digital forensics, and modern investigative techniques. However, some investigators have not fully mastered investigative software or cyber analysis. As a result, the effectiveness of technology-based case handling is hampered. Personnel who feel incapable of performing their duties effectively tend to lose confidence and diminish their sense of pride in the organization, leading to decreased work commitment.

Analytical and decision-making skills also demonstrate a mismatch between expectations and reality. Ideally, investigators are capable of conducting legal analyses quickly and accurately. However, delays in report preparation and weak legal arguments in investigation results are still found. This increases workloads, creates psychological stress, and decreases satisfaction and loyalty to the organization.

In terms of interpersonal and communication skills, Directorate of Special Criminal Investigation personnel should be able to communicate effectively with colleagues, superiors, and reporting members of the public. However, miscommunication between superiors and subordinates is still common, as is poor negotiation and persuasion skills in the field. This condition has resulted in a decline in trust between personnel and hinders the creation of a harmonious work environment, ultimately reducing personnel's affective commitment to the organization.

METHOD

Types of research

This research falls into the quantitative research category with an explanatory research approach. Quantitative research is used because the data collected consists of numbers from questionnaires that are processed statistically to test hypotheses.

Meanwhile, an explanatory approach is used because this research aims to explain causal relationships (cause-effect). between the independent variables, namely work culture (X_1) and work ability (X_2) and the dependent variable, namely organizational commitment (Y).

According to Sugiyono (2022), explanatory research is research that explains the causal relationship between research variables by testing hypotheses formulated based on relevant theories. Therefore, this research not only describes the phenomenon but also explains the extent and how work culture and work skills influence the organizational commitment of

personnel at the Directorate of Special Criminal Investigation of the Jakarta Metropolitan Police.

Sample population

The population in this study is all personnel assigned to the Directorate of Special Criminal Investigation (Ditreskrimsus) of the Metro Jaya Regional Police, consisting of elements of leadership, middle-ranking officers, first-ranking officers, non-commissioned officers, and privates involved in various functions of investigation and inquiry of special crimes. Based on personnel data (estimated in 2025), the total number of personnel of the Ditreskrimsus Polda Metro Jaya is around 180 people. This number becomes the research population. From this calculation, the result is 64 people. So the number of samples studied is 64 respondents in the Ditreskrimsus Polda Metro Jaya employees.

Method of collecting data

In accordance with the quantitative research approach and the data sources to be used, the data collection techniques used are observational analysis and questionnaires. Collecting data in research activities requires specific methods or techniques to ensure the research process runs smoothly. In this study, the main instrument used was a questionnaire compiled based on indicators of each research variable, namely culture. work (X_1) and work ability (X_2) on the dependent variable, namely organizational commitment (Y). The data collection techniques used in this study are as follows:

1. Questionnaire

Questionnaires were given to respondents to determine the influence of culture work (X_1) and work ability (X_2) on the dependent variable, namely organizational commitment (Y).

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

A question is positive if the answer is:

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

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

2. Research Instruments

Instrument cultural variable research work (X_1) and work ability (X_2) on the dependent variable, namely organizational commitment (Y) in the form of a questionnaire with a Likert scoring model filled out by respondents on the questionnaire distributed. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

Analysis Method

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

Validity Testing

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

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

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

Instrument Reliability Test

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

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

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

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

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

Coefficient of Determination

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

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

The magnitude of the relationship between the variables " X_1 " and " X_2 " with the variable " Y " can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

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

Information:

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

Hypothesis

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

- a. t-test
 To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:
 - 1) H_0 is accepted if $t_{count} < t_{table}$.
 - 2) H_0 is rejected if $t_{count} > t_{table}$.
- b. F test
 The F test statistic is used to determine simultaneously (multiple) the influence between work culture (X_1), work ability (X_2), and organizational commitment (Y), with the test results being:
 - 1) H_0 is accepted if $F_{count} < F_{table}$.
 - 2) H_0 is rejected if $F_{count} > F_{table}$.

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of work culture (X_1), work ability variables (X_2), and organizational commitment (Y) and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, to determine whether each variable studied has a positive or negative influence on the effectiveness of the work members. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Table 1. Results of the Regression Equation Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,858	2,491		5,564	,000
	Work Culture (X1)	,311	,066	,343	4,726	,000
	Work Ability(X2)	,511	,057	,645	8,899	,000

a. Dependent Variable: Organizational Commitment (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 13,858 + 0,311.X_1 + 0,511.X_2$$

- ❖ The constant value a = 13,858, can be interpreted that if the organizational culture variable, Work Ability has a value of zero then Organizational Commitment has a positive value of 13,858.

- ❖ Work Culture regression coefficient $b_1 = 0,311$, it can be interpreted that if the Work Culture value increases by one, the Organizational Commitment value will also increase by 0,311.
- ❖ Work Ability regression coefficient $b_2 = 0,511$, it can be interpreted that if the Work Ability value increases by one, the Organizational Commitment value will also increase by 0,511.

b. Coefficient of Determination

Based on the table above, namely the Model Summary, the R Square (R^2) value is 0,775. This shows that 77,5% Work Culture (X_1) and Work Ability (X_2) jointly influence Organizational Commitment (Y), while the remainder is 22,5% influenced by other factors not examined in this study.

c. Hypothesis testing

t test

- 1) The Influence of Work Culture (X_1) towards Organizational Commitment (Y).

Coefficients table above, the calculated t_{value} for the Work Culture variable (X_1) is 4,726, while the t_{table} value for $N = 64$ is 1,997. So $4,726 > 1,997$, then H_0 is rejected and H_a is accepted, it can be stated that Work Culture (X_1) has a significant effect on Organizational Commitment (Y).

- 2) Influence of Work Ability (X_2) towards Organizational Commitment (Y).

Based on table coefficients above, the calculated t_{value} for the Work Ability variable (X_2) is 8,899, while the t_{table} value for $N = 64$ is 1,997. So $8,899 > 1,997$, then H_0 is rejected and H_a is accepted, it can be concluded that partially the Work Ability variable (X_2) has an effect on Organizational Commitment (Y).

F test

From the analysis results in the table below above is the test ANOVA obtained a calculated F_{value} of 105,076 Meanwhile, the F_{table} ($\alpha 0,05$) for $N = 64$ is 2,75. So the calculated F is $>$ from the F_{table} ($\alpha 0,05$) or $105,076 > 2,75$ with a significance level of 0,000 because $0,000 < 0,05$, it can be said that Work Culture (X_1) and Work Ability (X_2) together or simultaneously have a positive effect on Organizational Commitment (Y).

CONCLUSION

1. This is proven by the results of the partial test (t-test) which shows a calculated t value of 4,726 which is greater than the t-table of 1,997, so that the alternative hypothesis is accepted. This finding indicates that the better the implementation of a work culture that reflects the values of professionalism, discipline, integrity, and cooperation, the higher the level of organizational commitment of the personnel of the Ditreskrimsus Polda Metro Jaya.
2. Work Ability (X_2) has a positive and significant effect on Organizational Commitment (Y). The t-test results show a calculated t value of 8,899 which is greater than the t table of 1,997, which means that work ability partially has a very strong influence on organizational commitment. Personnel who have high work ability, both in terms of knowledge, skills, and professional attitudes, tend to show stronger loyalty and attachment to the organization.
3. Work Culture (X_1) and Work Ability (X_2) simultaneously have a positive and significant influence on Organizational Commitment (Y). The results of the simultaneous test (F test) show a calculated F value of 105,076 which is greater than the F table of 2,75 with a significance level of $0,000 < 0,05$. The R Square (R^2) value of 0,775 indicates that 77,5% of the variation in organizational commitment can be

explained by work culture and work ability together, while the remaining 22.5% is influenced by other factors outside the research model. This can be seen from the calculated t value of work ability which is greater than work culture, so it can be concluded that increasing personnel competence has a very significant contribution in building organizational commitment within the Ditreskrimsus Polda Metro Jaya environment.

REFERENCE

- Arikunto, S. (2020). *Prosedur Penelitian: Suatu Pendekatan Praktik (Edisi Revisi)*. Jakarta: Rineka Cipta.
- Campbell, J. P. (2021). *Performance Effectiveness Measurement*. New York: McGraw-Hill.
- Dantes, N. (2022). *Metode Penelitian Pendidikan dan Ilmu Sosial*. Bandung: Alfabeta.
- Fahmi, I. (2019). *Manajemen Pengawasan dan Evaluasi Kinerja*. Yogyakarta: Deepublish.
- Ghozali, I. (2019). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2021). *Analisis Multivariat dan Ekonometrika dengan Program IBM SPSS 29*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hamali, A. Y. (2016). *Pemahaman Manajemen Sumber Daya Manusia*. Yogyakarta: CAPS.
- Handoko, T. H. (2021). *Manajemen dan Pengawasan Kinerja*. Yogyakarta: BPFE.
- Harahap, S. S. (2022). *Prinsip dan Fungsi Pengawasan dalam Organisasi*. Jakarta: RajaGrafindo Persada.
- Hasibuan, M. S. P. (2020). *Organisasi dan Motivasi: Dasar Peningkatan Produktivitas*. Jakarta: Bumi Aksara.
- Hasibuan, M. S. P. (2021). *Manajemen: Dasar, Pengertian, dan Masalah*. Jakarta: Bumi Aksara.
- Ilham, T. A. (2019). *Efektivitas Kerja Pegawai: Teori dan Praktik*. Jakarta: Mitra Wacana Media.
- Irfan, K., & Kuswanto, H. (2024). Influence of work culture, work motivation and job satisfaction on organizational commitment. *Jurnal Admisi Polines*, 20(2), 155–165.
- Kadarman, M. (2022). *Proses dan Teknik Pengawasan dalam Manajemen*. Bandung: Alfabeta.
- Koontz, H., & O'Donnell, C. (2021). *Prinsip-prinsip Manajemen Modern*. Jakarta: Prenada Media.
- Kriyantono, R. (2019). *Teknik Praktis Riset Komunikasi*. Jakarta: Kencana Prenada Media Group.
- Litwin, G. H., & Stringer, R. A. (2020). *Motivation and Organizational Climate*. Boston: Harvard University Press.
- Luthans, F. (2019). *Organizational Behavior: An Evidence-Based Approach (13th ed.)*. New York: McGraw-Hill Education.
- Makmur. (2019). *Pengukuran Efektivitas Organisasi Publik*. Bandung: Refika Aditama.
- Maman, U. (2014). *Pengantar Ilmu Manajemen*. Bandung: Alfabeta.
- Mangkunegara, A. A. A. (2021). *Manajemen sumber daya manusia perusahaan*. Bandung: Rosdakarya.
- Manullang, M. (2022). *Dasar-Dasar Manajemen*. Yogyakarta: Gadjah Mada University Press.
- Marigan, S. (2019). *Dasar-Dasar Pengawasan Organisasi*. Jakarta: Mitra Wacana Media.
- Misnawati. (2020). *Analisis Efektivitas Kerja Pegawai Negeri*. Yogyakarta: Deepublish.
- Moekijat. (2020). *Administrasi Perkantoran*. Bandung: Mandar Maju.
- Moekizat. (2015). *Manajemen, Prinsip-Prinsip Pengawasan*. Bandung: Remaja Rosdakarya.
- Narimawati, U. (2020). *Metodologi Penelitian Kualitatif dan Kuantitatif: Teori dan Aplikasi*. Bandung: Agung Media.

- Nitisemito, A. S. (2019). *Manajemen Personalialia (Manajemen Sumber Daya Manusia)*. Jakarta: Ghalia Indonesia.
- Patron, S. (2020). *Efektivitas Kinerja dan Evaluasi Organisasi Publik*. Jakarta: Rineka Cipta.
- Polri. (2023). *Laporan Kinerja (LAKIP) Direktorat Reserse Kriminal Khusus Polda Metro Jaya Tahun 2023*. Jakarta: Polda Metro Jaya.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior (18th ed.)*. New York: Pearson Education.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: Refika Aditama.
- Sekaran, U. (2021). *Research Methods for Business: A Skill Building Approach (8th ed.)*. Hoboken, NJ: John Wiley & Sons.
- Siagian, S. P. (2022). *Teori dan Praktik Manajemen Modern*. Jakarta: Bumi Aksara.
- Simamora, H. (2019). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIE YKPN.
- Sinambela, L. P. (2018). *Reformasi Pelayanan Publik dan Kinerja Aparatur*. Jakarta: Bumi Aksara.
- Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. New York: John Wiley & Sons.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan Kombinasi (Mixed Methods)*. Bandung: Alfabeta.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Tanjung, S., Armansyah, R., & Sumardin, F. (2024). Organizational commitment as a bridge between culture and performance: A study on private university lecturers in Batam. *Jurnal Ilmu Manajemen dan Kewirausahaan (JIMKES)*, 5(1), 32–45.
- Terry, G. R. (2020). *Prinsip-Prinsip Manajemen*. Jakarta: Bumi Aksara.
- Umar, H. (2019). *Metode Penelitian untuk Skripsi dan Tesis Bisnis*. Jakarta: Raja Grafindo Persada.
- Usman, H., & Akbar, R. (2019). *Pengantar Statistika dan Metode Penelitian*. Jakarta: Bumi Aksara.
- Wibowo. 2019. *Manajemen Kinerja Edisi Kedua*. Jakarta: PT Rajagrafindo Persada.
- Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review*, 7(3), 418–428
- Wihartanti, L. V. (2016). *Pengaruh Lingkungan Kerja dan Pengawasan terhadap Efektivitas Kerja Pegawai Dinas Pendidikan Sragen*. Skripsi. Universitas Sebelas Maret.
- Wirawan. (2021). *Budaya dan Iklim Organisasi: Teori, Aplikasi, dan Penelitian*. Jakarta: Salemba Empat.