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**Analysis of the Effect of Organizational Commitment, Strengthening Supervision and Integrity Zone on the Performance of Police Officers at Tanah Laut Resort Police, South Kalimantan Regional Police**

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**Abstract**

This study aims to analyze and determine the significant effect of organizational commitment, strengthening supervision and zone of integrity on the performance of police officers at the Tanah Laut Resort Police, South Kalimantan Regional Police, both simultaneously, partially, and with the dominant variable.

This research design uses a quantitative approach with organizational commitment variables (X1), supervision strengthening (X2), integrity zone (X3), and police officer performance (Y). The population in this study were all 271 Police Officers at Tanah Laut Resort Police, South Kalimantan Regional Police with a total sample of 74 respondents using simple random sampling technique. Data analysis using Multiple Linear Regression analysis.

The results of this study indicate that organizational commitment, strengthening supervision and zone of integrity have a significant simultaneous effect on the performance of Police Officers at Tanah Laut Resort Police, South Kalimantan Regional Police. Organizational commitment, strengthening of supervision and zone of integrity partially have a significant effect on the performance of the Police Officers at Tanah Laut Resort Police, South Kalimantan Regional Police, South Kalimantan. Integrity zones have a dominant influence on the performance of Police Officers at Tanah Laut Resort Police, South Kalimantan Regional Police.

**Keywords:** Organizational Commitment, Strengthening Supervision, Integrity Zone, Police Officer Performance

**1. Introduction**

Human resources are the resources that most determine the success of an organization. An organization must have more value than other organizations. An organization is said to be successful if it can attract attention to its advantages compared to other organizations. Meanwhile, leaders who are able to see resources that can be managed according to business needs. Agencies are required to manage well-owned human resources for the progress of the agency, success in the process is determined by the achievement of good performance results by employees.

Tanah Laut Resort Police based on Law no. 2 of 2002 concerning the National Police of the Republic of Indonesia that the Tanah Laut Resort Police is a tool of the State that plays a role in

maintaining public order and security, enforcing the law, and providing protection, protection and service to the community in the context of maintaining Kamdagri within the Tanah Laut Resort Police. There are 271 human resources working at the Tanah Laut Resort Police in providing public services.

The results of the performance of the police apparatus in the Tanah Laut Resort Police are reflected in the main performance indicators of the Tala Resort Police in the Security and Order of the Land of the Sea as follows:

Table 1.1 Key Performance Indicators of the Tala Resort Police Maritime Security and Order

No.	Indicators	2018	2019	2020
1	Index and Security Maintenance Public Order	76,0	70,9	67,0
2	Police Service Satisfaction Index	100,0	96,6	96,8
3	Law Enforcement Index	95,3	97,4	94,9
Average score		90,4	88,3	86,2

Source: Tala Resort Police, 2022

The Tanah Laut Security and Order Index is based on the average value of the Community Security and Order Maintenance Index, the Police Service Satisfaction Index and the Law Enforcement Index at the Tanah Laut Resort Police in 2018 there was an increase of 90.4%. However, in 2019 and 2020 it decreased to 88.3 and 86.2 respectively. The results of the performance of the Tala Resort Police in 2018 can have an optimal impact on the organizational performance results of the Tala Resort Police compared to 2019 and 2020. This means that the performance of the Tala Resort Police in 2019 and 2020 can be said to be still not optimal.

Apart from achieving the main performance indicators of the Resort Police in the field of security and order in the Land of the Sea, the assessment is also shown for personnel members of the Police of the Land of the Sea in accordance with the Republic of Indonesia National Police Regulation Number 2 of 2018 concerning Performance Assessment of Members of the Indonesian National Police with a Performance Management System (SMK). The indicators for the Republic of Indonesia National Police Regulation Number 2 of 2018 are employment contracts, Work Contract Assessments (PAK), additional task assessments, PKA assessments, award assessments, penalty assessments, and records of the results of monitoring work contracts. The performance appraisal standard is categorized as "very good" if the value is 81 to 100, "good" if the value is 71 to 80, "enough" if the value is 61 to 70, "poor" if the value is less than 60. As for the SMK assessment Online for 2018, 2019 and 2020 Tanah Laut Resort Police are as follows:

Table 1.2 Assessment of Vocational High School Members of the Tala Resort Police

<b>Year</b>	<b>Semester</b>	<b>Total Score</b>	<b>Category</b>
2018	I	77,14	Good
	I	76,36	Good
2019	I	78,58	Good
	I	76,84	Good
2020	I	77,16	Good
	I	73,60	Good
<b>Average</b>		76,61	Good

Source: Tala Resort Police, 2022

Based on Table 1.2 the average assessment of the Tala Resort Police Membership Vocational High School from 2018 to 2020 is in the good category. The highest score is in semester I of 2019 and the lowest score is in semester II of 2020.

Police service satisfaction index at the Tala Resort Police according to Permen PAN & RB No. 10 of 2019 is reflected in the community's satisfaction with the follow-up of public complaints. This means that a decrease in the strengthening of supervision from the leadership of the Tala Resort Police in providing supervision to the ranks below them can have an impact on the performance results of the police apparatus in 2019 and 2020 which decreased and also impacted on community complaints that were not followed up by the police officers of the Tala Resort Police. This statement is relevant to the research results of Hannang, Snow & Qamaruddin (2020); Carlo, Corso, Carluccio, Colledani & Falco (2020); Maritasari, Setyosari, Kuswandi & Praherdhiono (2020) which states that there is an influence of supervision on employee performance.

In order to improve public services at the Tala Resort Police based on Permen PAN & RB No. 10 of 2019, an Integrity Zone (ZI) must be built towards WBK/WBBM with the main indicators being management of change, structuring management, structuring HR management, strengthening performance accountability, strengthening supervision, and improving the quality of public services. Based on the initial study, the Tala Resort Police won the title of Corruption-Free Region (WBK) in 2018. Also in 2019 and 2020 it still maintains the WBK title, while the Clean and Serving Bureaucratic Area (WBBM) has still not been achieved.

Table 1.3 WBK and WBBM predicate results for the Tanah Laut Resort Police

<b>Year</b>	<b>WBK</b>	<b>WBBM</b>
2018	WBK	Not WBBM
2019	Still maintaining WBK	Not WBBM
2020	Still maintaining WBK	Not WBBM

Source: Tala Resort Police, 2022

Based on data sourced from the Tala Resort Police in Table 1.2, that in 2018, 2019, 2020 the Tala Resort Police won the WBK title and maintained the WBK meaning change management, management arrangements, human resource management arrangements, strengthening performance accountability, strengthening supervision , and improving the quality of public services at the Tala Resort Police is in accordance with the standards set by the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 10 of 2019. The assessment of the police Performance Management System at the Tala Resort Police as the basis for granting WBK/WBBM is as follows following:

Table 1.4 Vocational High School Assessment Results at the Tala Resort Police 2018 to 2020

Performance Management System Indicators	2018		2019		2020	
	I	II	I	II	I	II
Employment contract	76,42	76,21	77,72	77,02	77,22	79,61
Appraisal of employment	75,61	77,73	77,41	76,71	76,91	79,30
Additional task assessment	77,95	79,57	79,25	78,55	78,75	81,14
PKA Assessment	76,76	78,38	78,06	77,36	77,56	79,95
Award assessment	76,57	78,19	77,87	77,17	77,37	79,76
Punishment assessment	78,76	75,91	80,06	79,36	79,56	81,95
Notes on the results of monitoring work contracts	77,90	77,52	79,20	78,50	78,70	81,09
Average per semester	77,14	76,36	78,58	76,84	77,16	73,60
Category	Good	Good	Good	Good	Good	Good

Source: Tala Resort Police, 2022

Indicators of Republic of Indonesia National Police Regulation Number 2 of 2018 for 3 years in 2018 SM I was 77.14 in the good category, in 2018 SM II was 76.36 in the good category, in 2019 SM I was 78.58 included in the good category, in 2019 SM II was 76.84 in the good category, in 2020 SM I was 77.16 in the good category, in 2020 SM II was 73.60 in the good category. The indicator that strongly supports the SMK assessment at the Tala Resort Police is a penalty rating of 79.27, while the lowest rating is an employment contract rating of 77.28.

Based on the background of the research question, is organizational commitment, strengthening supervision and integrity zones having a partially and simultaneously significant effect on the performance of police officers in the Tanah Laut Resort Police of South Kalimantan?

**2. Literature Review**

*2.1 Organizational Commitment*

Robert and Kinicki (in Kreitner, 2011: 90) that organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to demonstrate a willingness to work harder to achieve organizational goals and have a greater desire to stay with a company.

Mowday (in Sopiah, 2008:34) mentions work commitment as another term for organizational commitment. In addition, organizational commitment is an important behavioral dimension that can be used to assess employee tendencies, identify and involve someone who is relatively strong in the organization, and knows the desire of members of the organization to maintain their membership in the organization and are willing to work hard for achieving organizational goals and being able to accept norms. - the norms that exist in the company.

The commitment of the Police based on the Law of the Republic of Indonesia Number 2 of 2002 concerning the State Police of the Republic of Indonesia is that the Police have duties including maintaining public security and order, law enforcement, and providing protection, protection and providing services to the community.

Lincoln and Bashaw (in Sopiah, 2008:81) organizational commitment has three indicators, namely:

- a. Willingness of employees, where there is a desire of employees to try to achieve the interests of the organization.
- b. Employee loyalty, in which employees wish to maintain their membership to continue to be a part of the organization.
- c. Employee pride, characterized by employees feeling proud to have been part of the organization they participate in and feel that the organization has become a part of their life.

### *2.2 Strengthening Supervision*

Strengthening supervision is one of the programs that must be carried out in bureaucratic reform. Programs and activities to strengthen oversight within the framework of bureaucratic reform are aimed at increasing the administration of a government that is clean and free from corruption, collusion and nepotism. Supervision strengthening program through the implementation of the Government Internal Control System (SPIP). SPIP is an Internal Control System (SPI) that is carried out thoroughly within the central government and local governments, increasing the role of the Government Internal Supervisory Apparatus (APIP) as quality assurance and consulting. This program aims to improve governance that is clean and free of KKN in each Ministry/Institution (KL) and Regional Government. The targets to be achieved through this program are:

- a. Increased compliance with the management of state finances by each K/L and Pemda.
- b. Increasing the effectiveness of state financial management in each K/L and Pemda.
- c. Increasing the status of BPK's opinion on the management of state finances in each K/L and Pemda.
- d. Reducing the level of abuse of authority in each K/L and Regional Government.

Supervision is an activity to obtain certainty whether the implementation of activities has been carried out according to plan. Supervision activities basically compare existing conditions with

what should have happened. In general, supervision assists management in improving organizational performance, providing opinions on organizational performance and directing management to make corrections to existing performance achievement problems (Subarsono, 2011: 98).

Indicators of Strengthening Oversight based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones Towards Corruption-Free Areas and Clean Bureaucratic Serving Areas in Agency Environments, there are several indicators that need to be carried out to implement strengthening supervision, namely: a ). Gratification Control, b). Implementation of the Government's Internal Monitoring System, c). Public Complaints, d). Whistle Blowing System, e). Handling of Conflict of Interest, f). Submission of Employee Assets Reports.

### *2.3 Integrity Zone*

According to Prameswari, et al., (2015: 89), integrity is a quality that generates public trust and the highest order of values for members of the profession in testing all their decisions. On the other hand, integrity is where an employee is required to be honest, brave, wise and responsible (Mulyadi, 2010:56). Furthermore, Mulyadi (2010: 56) argues that integrity is a quality that underlies public trust and is a benchmark for employees in testing all decisions they make. An employee with integrity is an employee who has the ability to make what has been believed to be true into reality.

According to Mulyadi (in Sukmana & Indarto, 2018: 131), integrity is a weight that is based on public confidence and becomes a benchmark in evaluating all decisions taken. Integrity requires a person to act honestly and openly. Integrity is a necessary condition to achieve maximum performance. That is, if an integrity can be carried out in its entirety, complete and unbroken, then of course this will have the maximum work impact.

According to Cloud (2007:28), when talking about integrity, it cannot be separated from efforts to become a complete person, who works well, and performs his functions according to what has been previously designed. Integrity is closely related to the wholeness and effectiveness of a person as a human being. Integrity also emphasizes moral consistency, personal wholeness, or honesty. Honesty seems to be an inseparable part of the discussion on integrity. In the literature on organization and human resources, integrity is most often associated with individual honesty (Yukl & Van Fleet, 1992:426). The same thing was done by Butler and Cantrell (in Hosmer, 1995: 381) who define integrity as a trusted and honest reputation from someone to explain the term "trust" in an organizational context.

In the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones Towards Corruption-Free Areas and Clean Bureaucratic Areas Serving in Government Agencies Environments it states that, Integrity Zone (ZI) is a title given to government agencies whose leadership and his staff are committed to realizing a corruption-free area and a clean bureaucratic area serving through bureaucratic reform, especially in terms

of preventing corruption and improving the quality of public services, as well as reforming the bureaucracy in the work environment for which he is responsible, which begins with the signing of an integrity pact by all of his employees.

The Integrity Zone indicator according to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 10 of 2019 concerning Guidelines for the Development of Integrity Zones Towards Corruption-Free Areas and Clean Bureaucratic Areas Serving in the Agency Environment, the determining component of achieving the targets for the development of the Integrity Zone towards WBK/WBB, namely management changes, management arrangements, human resource management arrangements, strengthening performance accountability, strengthening supervision, and improving the quality of public services.

#### *2.4 Employee Performance*

Performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Mangkunegara, 2011: 67 ). So, indirectly, the actual performance is based on the main goals of the organization, which must be carried out in coordination among employees, but in this case it must not violate existing laws.

Hairudinor (2014: 49) explains that performance is the maximum capacity generated by employees in completing tasks according to their responsibilities and authorities, both in terms of quantity, quality, and speed of time. Performance according to Poernomo and Wulansari (2015: 191) is the ability of employees to do their job well or not. Meanwhile, Ranihusna (2010: 95) states that performance is a result of work achieved by someone in carrying out their duties on skill, effort and opportunity.

From these several definitions it can be concluded that performance is an evaluation of the employee's ability to carry out tasks in accordance with the organization's operational standards for a certain period of time. Furthermore, based on the Republic of Indonesia National Police Regulation Number 2 of 2018 Concerning the Performance Assessment of Members of the Indonesian National Police with the Performance Management System (SMK), indicators for evaluating the performance of Polri members are carried out through SMK, including: Employment contracts, Assessment of employment contracts, Assessment of additional assignments, Assessment PKA, Evaluation of awards, Assessment of penalties and Notes on the results of monitoring work contracts.

### **3. Research Methodology**

The research design includes causal associative research, namely research that aims to determine the relationship between two or more variables. The research approach uses a quantitative approach, with the dependent variable the performance of police officers (Y). While the independent variables are organizational commitment ( $X_1$ ), strengthening supervision ( $X_2$ ), and integrity zone ( $X_3$ ). The population in this study were all police officers of the Tanah Laut Resort Police as many as 271 people. By using the Slovin formula, a sample of 74 respondents

was obtained. The sampling technique used in this study was simple random sampling, namely taking sample members from the population randomly without regard to the strata in the population. Data were analyzed using Multiple Linear Regression  $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$

**4. Research Results**

*4.1 Multiple Linear Regression Analysis*

Multiple regression analysis was used to determine the magnitude of the coefficient of each variable influencing organizational commitment ( $X_1$ ), strengthening supervision ( $X_2$ ), and integrity zones ( $X_3$ ) on performance ( $Y$ ) at the Tanah Laut Resort Police of South Kalimantan.

Table 4.1  
**Multiple Linear Regression Equations**

<b>Variable</b>	<b>B</b>	<b>Std. Error</b>
(Constant)	-1,037	1,166
Organizational Commitment ( $X_1$ )	0,366	0,078
Monitoring Strengthening ( $X_2$ )	0,218	0,101
Integrity Zone ( $X_3$ )	0,678	0,090

Based on Table 4.1 the regression equation  $Y = -1.037 + 0.366X_1 + 0.218X_2 + 0.678X_3$

1. The value of  $a = -1.037$  is a constant value, which means that when organizational commitment ( $X_1$ ), strengthening supervision ( $X_2$ ), and integrity zones ( $X_3$ ) are considered constant, then the performance value of the police apparatus ( $Y$ ) at the Tanah Laut Resort Police in South Kalimantan by the police was  $-1.037$ .
2. The value of  $bX_1 = 0.366$  is the value of organizational commitment ( $X_1$ ) meaning that if organizational commitment ( $X_1$ ) is increased by 1 point, performance ( $Y$ ) will increase by 0.366 assuming that the other independent variables from the regression model are fixed. This shows that the better organizational commitment, the performance of the Tanah Laut Resort Police in South Kalimantan by the police officers is also increasing.
3. The value of  $bX_2 = 0.218$  is the value of strengthening supervision ( $X_2$ ) meaning that if the variable of strengthening supervision ( $X_2$ ) is increased by 1 point, the performance ( $Y$ ) will increase by 0.218 assuming that the other independent variables from the regression model are constant. This shows that if the strengthening of supervision is increased, the performance of the Tanah Laut Resort Police in South Kalimantan will increase.
4. The value of  $bX_3 = 0.678$  is the value in the integrity zone ( $X_3$ ) meaning that if the integrity zone ( $X_3$ ) is increased by 1 point, the performance of the police apparatus ( $Y$ ) will increase by 0.678 assuming that the other independent variables from the regression model are constant. This shows that if the integrity zone of the police apparatus increases, the performance of the Tanah Laut Resort Police in South Kalimantan will also increase.



4.2 Test the Coefficient of Determination ( $R^2$ )

Table 4.2 Determination Coefficient Test ( $R^2$ )

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0,927	0,860	0,854	1,86689

Based on the coefficient of determination ( $R^2$ ), the R value is 0.927 meaning that organizational commitment (X1), strengthening supervision (X2), and integrity zones (X3) affect performance (Y) by 92.7% in the Tanah Laut Resort Police of South Kalimantan. The R Square value of 0.860 means that organizational commitment (X1), strengthening supervision (X2), and integrity zones (X3) affect the performance of police officers (Y) by 86.0%, while 14.0% is influenced by other variables not examined in this research.

4.3 Simultaneous Test ( $F$  Test)

Table 4.3 Simultaneous Effect Hypothesis Test

<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
3	500,177	143,512	0,000
70	3,485		
73			

Based on Table 4.3, the calculated F value is  $143.512 > 2.7355$ , with a significant level of 0.000. So, it can be concluded that organizational commitment, strengthening supervision and integrity zones have a significant simultaneous effect on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan.

4.4 Partial Test ( $t$  test)

Table 4.5 Partial Effect Hypothesis Test

<b>Variable</b>	<b>t Count</b>	<b>Sig.</b>
Organizational commitment ( $X_1$ )	4,705	0,000
Strengthening supervision ( $X_2$ )	2,158	0,034
Integrity zone ( $X_3$ )	7,531	0,000

Based on Table 4.5, the t-value of organizational commitment ( $X_1$ ) is  $4.705 > 2.0025$  at a significance level of 0.000, the t-value of strengthening supervision ( $X_2$ ) is  $2.158 > 2.0025$  at a significance level of 0.034, the t-value of integrity zone ( $X_3$ ) of  $7.531 > 2.0025$  at a significance level of 0.000. So, it can be concluded that organizational commitment, strengthening

supervision and integrity zones have a partially significant effect on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan.

4.5 Dominance Test

To find out the independent variable (X) that dominantly influences the dependent variable (Y) in this study, it can be seen in the Standardized Coefficients Beta column at the SPSS output with the condition that the Beta ( $\beta$ ) value is at the largest significant level  $<0.05$ .

Table 4.6 Dominant Effect Hypothesis Test

Variable	Beta	Sig.
Organizational commitment (X <sub>1</sub> )	0,286	0,000
Strengthening supervision (X <sub>2</sub> )	0,165	0,034
Integrity zone (X <sub>3</sub> )	0,575	0,000

Based on Table 5.17 the beta value of organizational commitment (X<sub>1</sub>) is 0.286 at a significance level of 0.000, the beta value of strengthening supervision (X<sub>2</sub>) is 0.165 at a significance level of 0.034, the beta value of the integrity zone (X<sub>3</sub>) is 0.575 at a significance level of 0.000. So, it can be concluded that the integrity zone has a dominant influence on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan.

4.1 Multiple Linear Regression Analysis

Based on the results of the calculation of data processing with the SPSS 21.00 program, it is obtained the multiple linear regression equation in table 1

Table 1 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-10.399	1.306		-7.959	.000
	Cultural Transformation (X <sub>1</sub> )	.404	.056	.473	7.262	.000
	Organizational Culture (X <sub>2</sub> )	.269	.034	.522	8.019	.000

Dependent Variable: Employee Performance (Y)

Based on the results of the regression analysis in table 1, the regression constant value is -10.399 with the regression coefficient of the cultural transformation variable ( $X_1$ ) of 0.404, the regression coefficient of the organizational culture variable ( $X_2$ ) of 0.269 so that the regression equation is obtained as follows :  $Y = -10,399 + 0,404X_1 + 0,269X_2$

The interpretation of the regression equation is that the regression constant is very low and even has a negative value indicating that the value of the employee performance variable will be very low without transformation of organizational culture and organizational culture. The regression coefficient of organizational culture transformation of 0.404 indicates that the increase in organizational culture transformation is 1 unit. will increase employee performance by 40.4% provided that the value of the other employee performance variables remains. Furthermore, the coefficient of organizational culture variable of 0.269 indicates that employee performance will increase by 26.9% if there is an increase in organizational culture of 1 unit provided that the value of other employee performance variables remains.

*4.2 Coefficient of Determination (R)*

Table 2 Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993 <sup>a</sup>	.986	.986	1.56031

a. Dependent Variable: Y

b. Predictors: (Constant),  $X_1$ ,  $X_2$

The coefficient of determination shows the simultaneous influence of the independent variables of organizational culture transformation ( $X_1$ ) and organizational culture ( $X_2$ ) on the dependent variable of employee performance (Y). The results of the regression analysis in table 2 show that the adjusted R Square value of the regression model is 0.986. This shows that the contribution given by all variables of organizational culture transformation ( $X_1$ ) and organizational culture ( $X_2$ ) to employee performance variable (Y) is 98.6%, while the remaining 1.4% variance of employee performance is influenced by other factors.

*4.3 Hypothesis Test*

Based on table 2, it can be seen that the effect of each variable partially is as follows:

Organizational Culture Transformation Variable ( $X_1$ ) based on calculations obtained tcount of 7.262 > ttable 0.1443 with a significance level of 0.000 < 0.05). because tcount is greater than table, then  $H_1$  is accepted, meaning that Organizational Culture Transformation ( $X_1$ ) has a significant effect on Employee Performance (Y).

Organizational Culture Variable ( $X_2$ ) based on calculations obtained tcount of 8.019 > ttable 0.1443 with a significance level of 0.000 < 0.05). because tcount is greater than ttable, then  $H_2$  is accepted, meaning that Organizational Culture ( $X_2$ ) has a significant effect on Employee

Performance (Y).

### **5. Discussion**

The magnitude of the influence of organizational commitment, strengthening supervision and integrity zones on the performance of police officers in the Tanah Laut Resort Police of South Kalimantan is 86.0%, while 14.0% is influenced by other variables not examined in this study. Significant and positive influence of organizational commitment variables, strengthening supervision and integrity zones on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan. The performance of the police apparatus at the Tanah Laut Resort Police of South Kalimantan is greatly supported by the police officers who have the responsibility of completing the targets assigned to them at the Tala Resort Police on their own accord so that the performance of the police officers at the Tanah Laut Resort Police of South Kalimantan so that the productivity of the police officers is getting better. Also police officers who obey and comply with the submission of the State Administration Wealth Report (LHKPN) or the LHKASN State Civil Apparatus Wealth Report at the Tala Resort Police, as well as strengthening the integrity zone at the Tanah Laut Resort Police of South Kalimantan which always increases efficiency in measurable management in the Integrity Zone Towards WBK/WBBM at the Tala Resort Police and always improving the quality of public services at the Tala Resort Police. This illustrates that organizational commitment, strengthening supervision, and the integrity zone of the police apparatus at the Tanah Laut Resort Police support the performance of the police at the Tanah Laut Resort Police, South Kalimantan.

The significant influence of organizational commitment partially on the performance of police officers at the Tanah Laut Resort Police of South Kalimantan supports the results of previous research, namely Bibiharta, Bachri & Dewi (2018); Rahayu, Firdiansjah & Respati (2019); Nofrianto (2020); Saepul, Nurlenawati & Anggela (2020) which states that organizational commitment has a significant effect on employee performance. Also according to Robert and Kinicki (in Kreitner, 2011: 90) that organizational commitment is a reflection where an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to show their willingness to work harder to achieve organizational goals and have a greater desire to stay with an organization.

The positive and significant effect of organizational commitment on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan indicates that the better the increase in organizational commitment will have an impact on the performance of the police officers at the Tanah Laut Resort Police in South Kalimantan. It is also supported by the coefficient value on organizational commitment which shows that the better organizational commitment, the performance of the Tanah Laut Resort Police of South Kalimantan by the police officers is also increasing.

The organizational commitment to the Tanah Laut Resort Police in South Kalimantan is strongly supported by the police officers who have the responsibility of completing the targets assigned to them at the Tala Resort Police on their own accord so that the performance of the police officers at the Tanah Laut Resort Police of South Kalimantan will improve the productivity of the police

officers. According to Lincoln and Bashaw (in Sopiah, 2008:81) states that organizational commitment is marked by the willingness and loyalty of employees in carrying out their work which has implications for employee performance.

The significant effect of strengthening supervision partially on the performance of police officers at the Tanah Laut Resort Police of South Kalimantan supports the results of previous research, namely Hannang, Snow & Qamaruddin (2020); Carlo, Corso, Carluccio, Colledani & Falco (2020); Maritasari, Setyosari, Kuswandi & Praherdhiono (2020) which states that there is an influence of supervision on employee performance. Strengthening supervision is one of the programs that must be carried out in bureaucratic reform. Programs and activities to strengthen oversight within the framework of bureaucratic reform are aimed at increasing the administration of a government that is clean and free from corruption, collusion and nepotism.

The positive and significant effect of strengthening supervision on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan indicates that an increase in strengthening supervision that is getting better will have an impact on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan. Strengthening supervision of the Tanah Laut Resort Police in South Kalimantan is strongly supported by police officers who are obedient and obedient to the submission of LHKPN or LHKASN at the Tala Resort Police. This illustrates that the strengthening of supervision of the Tanah Laut Resort Police in South Kalimantan has so far been greatly supported by the importance of submitting LHKPN or LHKASN at the Tala Resort Police so that it can support police performance at the Tala Resort Police to be more transparent and have an impact on police performance at the Tala Resort Police.

Strengthening internal supervision is also intended as an expansion of external control oversight, as well as an effort to maintain the quality of public services. This has been done by the Tala Resort Police in particular to support the acceleration of Bureaucratic Reform in the "body" of each institution/organizer. The Whistleblowing System implemented at the Tala Resort Police is to avoid/minimize the level of abuse of authority, improve the integrity system in each division, and of course efforts to prevent KKN. This is a form of commitment to accelerate the internalization and process of bureaucratic reform in implementing the whistle blowing system. The implementation of the whistle blowing system at the Tala Resort Police is implementing the circular letter from the Chief of Police regarding WBK/WBBM in placing oversight personnel such as Propam and Siwas and heads of function units. Also boldly report to superiors when there is a customer leader. Another implementation is the installation of banners in public service places.

The significant influence of the integrity zone partially on the performance of police officers at the Tanah Laut Resort Police of South Kalimantan supports the results of previous research, namely Sujarwadi, Widagdo & Dimiyati (2021); Rahim, Omar & Kamaruddin (2020); Jayanti & Syamsir (2019) stated that the integrity zone has an effect on improving the quality of employee performance. This influence is based on the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 10 of 2019 with integrity zones leading to WBK/WBBM with the main indicators being management of change, structuring procedures,

structuring human resource management, strengthening performance accountability, strengthening supervision, and improving the quality of public services . The positive and significant influence of the integrity zone on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan indicates that the better the improvement of the integrity zone will have an impact on the performance of the police officers at the Tanah Laut Resort Police in South Kalimantan.

The management of changes that have been carried out at the Tala Resort Police is that the leadership every Monday carries out leadership of the Tanah Laut Personnel, provides an example of role mode to his subordinates, provides rewards for members who excel, and provides punishment for members who violate both discipline, code of ethics and criminal acts. Strengthening the integrity zone of the Tanah Laut Resort Police in South Kalimantan is greatly supported by the Tala Resort Police who always improve efficiency in measurable management of the Integrity Zone Towards WBK/WBBM at the Tala Resort Police and always improve the quality of public services at the Tala Resort Police. This illustrates that the integrity zone of the police apparatus at the Tanah Laut Resort Police is supported by management arrangements and improving the quality of public services so as to support police performance at the Tanah Laut Resort Police in South Kalimantan.

The integrity zone variable has a dominant influence on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan. Integrity zone is a title given to government agencies that have a commitment to realizing corruption prevention and improving the quality of public services. According to Prameswari., et al., (2015: 89), integrity is a quality that generates public trust and the highest order of values for members of the profession in testing all their decisions.

The process of developing integrity zones at the Tala Resort Police is focused on implementing change management programs, structuring procedures, structuring human resource management, strengthening supervision, strengthening performance accountability, and improving the quality of concrete public services. Change management at the Tala Resort Police such as the need for an increase in the quality of officers or Tanah Laut Resort Police officers in carrying out their duties by understanding the applicable legal rules and the existence of a joint commitment between superiors and subordinates to always carry out tasks in a procedural and professional manner so that the challenges of the tasks faced can fulfill the sense of justice in society.

There needs to be socialization, internalization, and inculcation of civilian police values to all members of the Tanah Laut Resort Police so that they are reflected in attitudes, behaviors, actions and deeds in carrying out the main duties of the Tanah Laut Resort Police. To establish an integrity zone, the Tanah Laut Resort Police determines one or several work units that are proposed as WBK and WBBM by taking into account several predetermined conditions, namely: (1) Considered as an important/ strategic unit in carrying out public services; (2) Managing quite large resources, and (3) Having a fairly high success rate of bureaucratic reform in the unit.

In structuring human resource management, the Tala Resort Police increases the professionalism of the human resources apparatus in the Integrity Zone Towards WBK/WBBM and fulfills the

obligations of a government agency to be accountable for the success/failure of implementing programs and activities in achieving the mission and goals of the organization. In strengthening supervision, the Tala Resort Police improve the administration of government that is clean and free of corruption, collusion and nepotism (KKN) in each government agency as well as improving the quality of public services, namely trying to improve the quality and innovation of public services in each government agency as a whole. according to the needs and expectations of the community.

## **6. Conclusion**

Based on the results of the study, the researchers put forward several conclusions as follows:

1. Organizational commitment, strengthening supervision and integrity zones have a significant simultaneous effect on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan.
2. Organizational commitment, strengthening supervision and integrity zones have a partially significant effect on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan.
3. The integrity zone has a dominant influence on the performance of police officers at the Tanah Laut Resort Police in South Kalimantan.

## **7. Recommendations**

To maintain WBK at the Tala Resort Police institution, the Evaluation Work Sheet (LKE) score is maintained at 75 points, the value of the public service survey and the anti-corruption survey value must be at least 3.6 points, existing public service information is maintained and carried out regularly. sustainable and disseminated to the community, as well as minimizing member violations.

In order to maintain WBBM, the accumulated value of the Evaluation Worksheet (LKE) must be 80 points, the AKIP score is at least in the BB category, the results of a public service survey from the Ministry of Administrative and Bureaucratic Reform are above 3.8 points, the RI Ombudsman service score is the green zone. Public service innovations that already exist can be added with new innovations whose use is to make it easier for people to receive services.

Organizational commitment to the Tanah Laut Resort Police in South Kalimantan should continue to maintain increased police loyalty, such as giving awards in the form of promotions to police officers who have worked for more than 5 years with good work productivity. This is done to increase the loyalty of police officers to the Resort Police organization, besides that as a leader can provide clear career information so that an optimal police career development process can be created so that it will be able to improve the performance of police officers at work.

To increase the strengthening of supervision at the Tanah Laut Resort Police, the leadership of the Tanah Laut Resort Police should be more involved in providing internal supervision to subordinates so that subordinates can work more efficiently and effectively. Also, the more the integrity zones of the Tala Resort Police are managed, the better so that members of the Tanah

Laut Resort Police in South Kalimantan can achieve the WBM title in the years to come.

For future researchers, it is better to be able to raise the variables that affect the performance of police officers such as organizational culture, work ethic, discipline, and welfare received by police officers.

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