

The Impact of Organizational Commitment and Integrity on Organizational Strategy and Good Governance: A Study of Pasuruan City Police

Agus Hadi^{1*}, Nasharudin Mas², Muryati³

¹ Master of Management Program, Widyagama University of Malang, Indonesia

² Master of Management Program, Widyagama University of Malang, Indonesia

³ Master of Management Program, Widyagama University of Malang, Indonesia

*Corresponding Author: agushadi49@gmail.com

ABSTRACT

The purpose of this study was to analyse organisational commitment and integrity to organisational strategy and its implications for good governance. The population in this study were all police officers of Pasuruan City Police, totalling 325 people. How to determine the sample size using the Slovin formula, which resulted in a sample of 73 respondents. The instrument used in this study is intended to produce accurate data, namely by using a Likert scale. The method or method used to analyse and interpret data is descriptive statistical analysis and verification analysis using a variance-based Structural Equation Model or called Partial Least Square (PLS).

The results showed that organisational commitment does not play a role in improving organisational strategy. Integrity plays a role in improving organisational strategy. Organisational commitment plays a role in improving good governance. Integrity plays a role in improving good governance. Organisational strategy plays a role in improving good governance. Organisational strategy does not play a role in mediating the effect of organisational commitment on good governance. Organisational strategy plays a role in mediating the effect of integrity on good governance.

Keywords: Organisational Commitment, Integrity, Organisational Strategy, Good Governance

INTRODUCTION

In the Grand Design and Road Map for Bureaucratic Reform from 2010 to 2025, one of the national priority programs is the Bureaucratic Reform program. Many challenges must be faced and solutions sought. The challenges include the fact that the Bureaucratic Reform has not yet achieved its goals in institutional restructuring, procedures, human resource management of apparatus, accountability, supervision, public services, reward and punishment, and changes in mindset and culture; the national monitoring and evaluation system for the implementation of Bureaucratic Reform has not been developed; Bureaucratic Reform also lacks a grand design and road map as well as directives from the President and Vice President for a comprehensive, in-depth, tangible reform that touches the lives of the community.

The goal of Bureaucratic Reform is to create a professional bureaucracy with characteristics: adaptive, integrative, high-performing, free from and clean of corruption, collusion, and nepotism (KKN), capable of serving the public, neutral, dedicated, and firmly upholding the basic values and code of ethics of state apparatus. The target of Bureaucratic Reform is to build a results-oriented bureaucracy (outcomes) through planned, gradual, and integrated changes across various strategic aspects of bureaucracy. Bureaucracy, for some, is interpreted as convoluted procedures that complicate and annoy. However, for others, bureaucracy is understood from a positive perspective as an effort to regulate and control societal behavior for greater order. The order referred to is the management of various resources that distribute these resources to every member of society fairly. These differing opinions can be understood from their respective perspectives. For those with a positive view of bureaucracy, it is a necessity. However, for those with a negative view, bureaucracy becomes an obstacle to achieving goals, necessitating its elimination.

The Police's Strategic Plan (Renstra Polri) involves building partnerships strengthened by the Revitalization program aimed at achieving Excellent Service through three Road Map frameworks: institutional strengthening, creative breakthroughs, and integrity improvement to realize Excellent Police Service. The reform era has brought the Indonesian National Police (Polri) to a state where it is increasingly demanded by Indonesian society to carry out its duties and functions as a maintainer of public security and order, as law enforcement, and as a protector, nurturer, and service provider to the community in a professional, transparent, responsive, and accountable manner. To meet public expectations, Polri has undertaken various improvements, reorganizations, reinforcements, and changes (reforms) towards a professional and trusted police force, including setting targets for restructuring and changes, building public trust (trust building), and establishing partnerships (partnership building). Between 2015 and 2025, Polri is targeted to achieve excellence (strive for excellence).

Along with the dynamic developments in society, globalization, and the demands of national bureaucratic reform, the public demands Polri to provide public services that are accountable, responsive, oriented towards professional service, transparent, easy, inexpensive, fast, and straightforward. Additionally, the public demands high-quality service (service quality) from Polri. With excellent service quality, it is hoped that a positive perception of the services provided by

Polri will be created. A positive perception from the community will foster a sense of satisfaction as their expectations are met, which in turn builds trust in Polri. However, public trust in Polri remains low, as the services provided are not yet excellent or are even very poor. Therefore, research is needed to understand why the quality of Polri's service is not yet excellent, why the level of public trust remains low, and why the reforms undertaken by Polri have not met their targets.

The normative basis of this research is MPR Decree No. VII of 2000 regarding the Role of the Indonesian National Police, Article 6, paragraphs (1) and (2), stating that the Indonesian National Police is a state apparatus that plays a role in maintaining public security and order, enforcing the law, providing protection, nurturing, and serving the community. The service function is regulated in Law No. 2 of 2002 concerning the Indonesian National Police, Articles 2, 4, and 5, which state that the police function is one of the state government's functions in maintaining public security and order, law enforcement, protection, nurturing, and service to the community.

The bureaucratic reform of the Indonesian National Police (Polri) is a program and activity of revitalization (restructuring, strengthening, improvement, development, and building) of the organization and human resources of Polri to achieve effective and efficient performance. However, in reality, the reforms implemented have not been carried out comprehensively across all aspects, so revitalization and restructuring of public administration need to be carried out in a planned and comprehensive manner and continuously across all aspects of public administration.

The increasingly dynamic nature of society, along with the improving living standards and education levels, represents an empowering process experienced by the community. Therefore, the public services provided by Polri must change their position and role. The role that has been about regulating and demanding service must be changed to one that is service-oriented, listening to the demands, needs, and expectations of the community, from emphasizing authority to being flexible, collaborative, aligned, and dialogical.

To understand the desired form of service, this research uses the theory of Public Administration as the Grand Theory, which is essentially about serving the public. As Middle Range Theory, the theories of public policy, administrative reform, New Public Management, and New Public Service are used. Meanwhile, the theories of bureaucratic reform and service quality are used as Applied Theory.

The empirical basis is based on several programs/concepts of policies by the Chiefs of Police in leading Polri, which are essentially efforts to improve, reorganize, and strengthen to improve the image and professionalism of Polri. Good governance is a manifestation of the acceptance of the importance of good governance for regulating relationships, functions, and interests among various parties in business and public services. The principles of good governance are crucial in achieving good governance. Starting from the meaning of good governance, it is necessary to provide relevant information that reflects the performance (performance) of the public sector, which is very important in providing accountability for all activities to all interested parties.

In theory, good governance means that the management of power is based

on applicable laws, policy-making is transparent, and accountability is provided to the community (Kaloh, 2010). As a public sector organization, employees are expected to have performance-oriented public interests and encourage the government to be responsive to environmental demands by providing the best services transparently and with quality, as well as having a good division of tasks within the government.

Employee performance that reflects the principles of good governance can support the implementation of democratic governance, and the community can have trust in employee performance, expecting that every employee performance that reflects the principles of good governance can provide better public services to the community.

In the research gap, the researcher also observed that in previous research, the results of the study did not show uniformity, as can be seen in the following: Research conducted by Amelia et al. (2014) on the Influence of Good Governance, Internal Control, and Organizational Culture on the Performance of Regional Governments (Study on the Work Unit of the Pelalawan Regency Government), found that Good Governance has a significant impact on the Performance of the Pelalawan Regency Government, Internal Control has a significant impact on the Performance of the Pelalawan Regency Government, and Organizational Culture does not have a significant impact on the Performance of the Pelalawan Regency Government.

Similarly, research conducted by Lestari (2015) on The Effect of Good Governance and Internal Control on Risk Management and its Implications on Organizational Performance (Studies in the Pension Fund in West Java, Indonesia), found that good governance does not have a significant relationship with internal control, good governance and internal control together or simultaneously and partially significant effect on risk management, and good governance, internal control, and risk management simultaneously and partially significant effect on organizational performance.

Research conducted by Putri (2013) on the Influence of Organizational Commitment and the Government's Internal Control System (SPIP) on the Managerial Performance of SKPD, found that Organizational Commitment has a significant positive impact on the Managerial Performance of SKPD, and the Government's Internal Control System (SPIP) has a significant positive impact on the Managerial Performance of SKPD.

Research conducted by Baruah & Subedi (2012) on Employee Commitment and Organizational Performance: a Study of a Cooperative Jute Mill in India, found that Employee Commitment has a positive impact on organizational performance.

Research conducted by Yousaf et al. on Exploring the Impact of Good Governance on Citizens' Trust in Pakistan, found that Accountability has a positive impact on public trust in Pakistan, the Rule of Law has a positive impact on public trust in Pakistan, Responsiveness has a positive impact on public trust in Pakistan, Administrative Systems have a positive impact on public trust in Pakistan, and Good Governance has a positive impact on public trust in Pakistan.

THEORETICAL REVIEW

Received: January 2023, Accepted: February 2023, Published: March 2023



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

<https://creativecommons.org/licenses/by-sa/4.0/>

Organizational commitment is one of the important factors that describe a state in which employees believe in and accept the organization's goals and are likely to remain with or not leave the organization. Employee commitment to the organization exists on a spectrum, ranging from very low to very high levels. The level of organizational commitment will lead to differences in the assessment of the organization's performance. Near & Jansen (1983) in Sopiah (2008) state that:

"When employee commitment is low, it can trigger poor employee behavior, such as disruptive actions, which in turn can lead to a decline in the organization's reputation, loss of trust from clients, and ultimately, a decrease in the company's profits."

When employee commitment to the organization is low, it affects the organization's performance negatively. Conversely, employees who are highly committed to the organization will enhance high organizational performance. Sopiah (2008) states that:

"Employees who are highly committed to the organization will result in high organizational performance, reduced absenteeism, employee loyalty, and more."

The theory presented above is supported by several previous studies, as follows: High commitment leads individuals to prioritize the organization over personal interests and strive to improve the organization. High organizational commitment will also enhance high organizational performance (Yenti, 2013). Meanwhile, Kurniawan (2013) states that:

"Employees with high commitment will exert maximum effort and have a strong desire to achieve the organization's goals. Conversely, employees with low commitment will exert minimal effort out of obligation."

According to Meyer & Allen (1997), employees with organizational commitment will work with full dedication because those with high organizational commitment believe that achieving the organization's tasks is important. This drives employees to desire to contribute their energy and responsibility, supporting the welfare and success of the organization they work for. According to Taufik & Kemala (2013), if workers feel their souls are tied to the organizational values, they will enjoy their work, thus improving their performance. Employees or members of an organization with strong commitment will work to the best of their ability to ensure the organization they work for achieves success (Kusumasari et al., 2017).

Research is the result of findings on a developing issue, which is then studied based on existing theories and observed in depth to produce relevant understanding in accordance with the times.

When looking at previous research that also discusses issues regarding the integrity zone development program, the researcher found that the fundamental factors leading to this research began with numerous problems within the bureaucracy, such as rampant corruption, collusion, and nepotism, public services that do not meet operational standards, and the low capacity of the apparatus. These issues are certainly inconsistent with the dynamic developments of the times. In the future, the hope for Indonesian bureaucracy is to become a world-class bureaucracy, where a world-class bureaucracy is one whose apparatus has a professional and integrative attitude, masters information technology and foreign languages,

possesses hospitality and entrepreneurship spirit, and has networking capabilities to face the challenges of the times.

In its implementation across various regions, this program appears to have been implemented in almost every work unit or local government organization. However, in practice, there are still challenges faced. The One-Stop Integrated Service has encountered obstacles due to constantly changing regulations from the central government and a lack of available budget. Regulations and budgets are among the most important factors in implementing bureaucratic reform, particularly related to the integrity zone development program. Regulations serve as the legal basis that each work unit or local government organization must have, essentially acting as the legal umbrella for executing the program. Similarly, regarding the budget, when the budget is minimal, any changes made will also have to adjust to the available budget. For example, to enhance technology-based public services, there is a need for updates in technology, such as upgrading computer equipment, which certainly requires a significant budget (Rahmawati, 2017).

The integrity of the State Civil Apparatus (ASN) can support the creation of good governance, as integrity and good governance will be the main capital and important components for enhancing regional competitiveness. "The impact of integrity on public sector services has been proven in many other countries that have excelled; several studies emphasize that strengthening integrity in successful countries is not only among public officials in the government sector but also among authorities in the private sector and society as a whole. This will foster a sense of awareness in both government and the public as a whole in combating or at least reducing corruption more effectively."

Based on the theoretical framework above, the hypotheses that explain the relationship between Commitment, Integrity, and Organizational Strategy are as follows:

- 1) H1: Organizational Commitment has a positive impact on Organizational Strategy.
- 2) H2: Integrity has a positive impact on Organizational Strategy. The hypotheses that explain the relationship between Organizational Commitment, Integrity, and Organizational Strategy with Good Governance are as follows:
- 3) H3: Organizational Commitment has an impact on Good Governance.
- 4) H4: Integrity has an impact on Good Governance.
- 5) H5: Organizational Strategy has a positive and significant impact on Good Governance.

The hypotheses that explain the relationship between Organizational Commitment and Integrity on Good Governance with Organizational Strategy as an intervening variable are as follows: 6) H6: Organizational Commitment has a positive and significant impact on Good Governance with Organizational Strategy as an intervening variable. 7) H7: Integrity has a positive and significant impact on Good Governance with Organizational Strategy as an intervening variable.

RESEARCH METHODS

This research approach uses quantitative methods. In this quantitative research, the researcher formulates a new problem by identifying it through hypotheses, which serve as preliminary answers to the research problem formulation. The research location for the analysis of the values of Commitment, Integrity, and Organizational Strategy towards Good Governance is at the Pasuruan City Police Resort. The population in this study consists of all members of the Pasuruan City Police Resort, totaling 266 individuals. Using the Slovin formula, a sample of 73 individuals was obtained. The research design used to analyze and interpret the data is inferential statistical analysis, which is employed to measure quantitative data and test hypotheses using the Partial Least Squares (PLS) equation model, a multivariate technique that analyzes the series of dependency relationships among latent variables.

RESULTS AND DISCUSSION

Respondent Characteristics

The total number of members of the Pasuruan City Police Resort who participated as respondents in this study is 73, consisting of 97.8% male and the remaining 8.2% female. There are 17 respondents aged 20-24 years, 6 respondents aged 25-29 years, 16 respondents aged 30-34 years, 26 respondents aged 35-39 years, 6 respondents aged 40-44 years, 1 respondent aged 45-49 years, and 1 respondent aged 50-54 years. A total of 19.2% hold the rank/position of Bripda, 8.2% hold the rank/position of Briptu, 11.0% hold the rank/position of Brigadier, 53.4% hold the rank/position of Bripka, 4.1% hold the rank/position of Aipda, 1.4% hold the rank/position of Aiptu, and 2.7% hold the rank/position of Iptu. Meanwhile, there are no members holding the rank/position of Ipda among the respondents. Additionally, 30.1% have a length of service of 0-5 years, and 69.9% have a length of service of 6-10 years. There are no members with a length of service of 11-15 years, 16-20 years, or more than 20 years among the respondents.

Hypothesis Testing

The hypotheses in this study can be determined from the model calculations using the PLS bootstrapping technique. From the results of the bootstrapping calculations, p-values for each relationship or path will be obtained. If the p-values are < 0.05 , then the hypothesis is supported. Conversely, if the p-values are > 0.05 , then the hypothesis is rejected. To assess the significance of direct relationships, one can refer to the path coefficients. Meanwhile, to assess the significance of indirect relationships (mediation tests), one can refer to the specific indirect effects.

Table 1. Path Coefficients

Latent Variable Relationship	Original Samples	T-Statistics	P-Values
Organizational Commitment (X1) → Organizational Strategy (Y)	0.056	0.353	0.725
Integrity (X2) → Organizational Strategy (Y)	0.492	3.518	0.000
Organizational Commitment (X1) → Good Governance (Z)	0.239	2.090	0.037
Integrity (X2) → Good Governance (Z)	-0.286	2.464	0.014
Organizational Strategy (Y) → Good Governance (Z)	0.731	9.353	0.000

Source: data is processed

Table 2. Specific Indirect Effects

Latent Variable Relationship	Original Samples	T-Statistics	P-Values
Organizational Commitment (X1) → Organizational Strategy (Y) → Good Governance (Z)	0.041	0.355	0.722
Integrity (X2) → Organizational Strategy (Y) → Good Governance (Z)	0.360	3.220	0.001

Source: data is processed

Relationship Between Organizational Commitment and Organizational Strategy

The results of the hypothesis test indicate that organizational commitment has a positive but insignificant effect on organizational strategy. This finding is inconsistent with the research conducted by Harimurti & Mariatin (2014), which showed a positive and significant effect of commitment on the organization, and communication regarding organizational changes, on the implementation of the performance management system. Similarly, the research by Zaraket (2018) concluded that there is a relationship between organizational commitment and corporate branding (a proxy for organizational strategy).

The insignificance of the organizational commitment variable on organizational strategy may be due to one of the indicators being low. Allen & Meyer (1990) view organizational commitment from three dimensions of construct: (1) The Affective Component, which indicates commitment related to employees' emotional connection, identification, and involvement in the organization; (2) The Continuance Component, which is based on the costs associated with leaving the organization; (3) The Normative Component, which reflects employees' feelings of obligation to remain with the organization.

A better understanding of the relationship between employees and the organization can be achieved when these three components of organizational commitment are considered together. Meyer & Allen (1997) hypothesized that each component develops as a result of different experiences and has implications for work behavior. From previous descriptive analysis, the average organizational commitment was found to be 3.86. Among the three indicators of organizational commitment, two indicators are below average: Continuance Commitment has an average score of 3.83, and Normative Commitment has an average score of 3.73. Additionally, the PLS analysis indicated that the Original Samples value for the path relationship between Organizational Commitment (X1) and Organizational Strategy (Y) is very small, at 0.056. Thus, the explanation above illustrates why the

Received: January 2023, Accepted: February 2023, Published: March 2023



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

<https://creativecommons.org/licenses/by-sa/4.0/>

organizational commitment variable has an insignificant effect on organizational strategy.

Relationship Between Integrity and Organizational Strategy

The results of the hypothesis test indicate that integrity has a positive and significant effect on organizational strategy. This is in accordance with the findings of AL-Abrow et al. (2019), which showed that integrity significantly affects organizational strategy, proxied by organizational excellence. Similarly, the research by Salwa et al. (2018) found that integrity positively influences the performance of KIP Aceh (a proxy for organizational strategy).

Integrity is an important component that influences organizational strategy, as it is closely related to commitment. Individuals who fail to commit demonstrate weak integrity. Integrity is a mindset and character that aligns with applicable norms and regulations. Personal integrity relates to the attitude of always prioritizing responsibility, trust, and loyalty to promises.

Integrity requires an individual to be honest and transparent, courageous, wise, and responsible in carrying out tasks. It reflects one's self-image within an organization, visible through daily behavior and actions. Integrity shows consistency between words and beliefs, which is reflected in daily actions. Sometimes, people speak only superficially, while their hearts harbor arrogance, envy, resentment, and emotion. Individuals with integrity usually think before they speak, ensuring that their behavior and actions align with what they say. A person's integrity is continually tested in various forms, such as positions, women, wealth, family, money, slight fear, and slight hunger. Integrity embodies patience and gratitude. An individual with integrity will be patient when faced with challenges and grateful when receiving happiness. The understanding of integrity within the values of the Ministry of Finance is to think, speak, behave, and act well and correctly while adhering to ethical codes and moral principles. Integrity begins with thinking, not merely speaking. Thinking generates knowledge, understanding, values, beliefs, and principles. Speaking without prior thought can lead to regret, hurt others' feelings, and even incite hatred.

In the Indonesian National Police (Polri), there are already guidelines for work units in building an Integrity Zone towards a Corruption-Free Area (WBK) and Clean and Serving Bureaucracy Area (WBBM), aimed at providing uniform understanding and actions in establishing the Integrity Zone towards WBK/WBBM. The Integrity Zone (ZI) within the Polri is a designation given to the organization that is committed to realizing WBK and WBBM through bureaucratic reform, particularly in terms of preventing corruption and improving the quality of public services, starting from the Chief of Police and their subordinates.

Relationship Between Organizational Commitment and Good Governance

The results of the hypothesis test indicate that organizational commitment has a positive and significant effect on good governance. This is consistent with the findings of Rojikinnor (2020), which showed a significant and positive influence of organizational commitment on good governance. Similarly, the research by Wiratno et al. (2011) stated that organizational commitment positively and significantly affects the implementation of good governance (a proxy for good governance).

The success of implementing good governance is believed to be unattainable without organizational commitment (Ernawan, 2011). Strong belief and support

Received: January 2023, Accepted: February 2023, Published: March 2023



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

<https://creativecommons.org/licenses/by-sa/4.0/>

from organizational members towards the values and goals that the organization aims to achieve represent organizational commitment (Zeyn, 2011). Organizational commitment is a state where an employee intends to maintain and take responsibility for their membership and commitment to the organization and its goals. High organizational commitment will lead to a high sense of responsibility.

Each organizational member should have a sense of ownership and be able to implement the organization's goals, especially in financial reporting and control, so they will feel motivated to apply the principles of transparency and accountability (Septiawan, 2018). In other words, for good corporate governance to be achieved, there must be organizational commitment from within the individual employees or individuals within the company.

Relationship Between Integrity and Good Governance

The results of the hypothesis test indicate that integrity has a negative and significant effect on good governance. This is consistent with the findings of Duggar (2009), which showed that an integrity culture creates a highly valued work environment; it impacts the quality of corporate governance; and provides a foundation for long-term financial performance. Similarly, the research by Sedarmayanti & Nurliawati (2012) stated that the availability of guidelines, handling systems, and management of bureaucratic apparatus also becomes one of the strategies for strengthening ethics and integrity in bureaucracy. This is in line with the goal of bureaucratic reform, which is to create good governance.

The negative relationship between integrity and good governance may be due to the demand for the realization of an ethical and integral bureaucracy, which is part of the process of achieving efficient decentralization, democratic governance, and accelerating the welfare of the people based on the fundamental values as stated in the Preamble of the 1945 Constitution. The hope of all parties, both local governments and the community, is for the existence of a bureaucracy that can provide quality public services. And the success of bureaucratic reform is determined by the quality of public services provided by local government bureaucracy. Meanwhile, good bureaucracy is based on the realization of the behavior of bureaucratic apparatus that is integral and professional.

Relationship Between Organizational Strategy and Good Governance

The results of the hypothesis test indicate that organizational strategy has a positive and significant effect on good governance. This is consistent with the findings of Vanlalhlimpuii (2018), which concluded that effective leadership (a proxy for organizational strategy) determines the tone and standard of good governance, regardless of the type of government. Similarly, the research by Firmansyah & Rahmawati (2020) stated that leadership and value for money (a proxy for organizational strategy) simultaneously have a positive and significant effect on good government governance.

Strategy is an incremental and continuous action, always done based on a perspective on what is expected by society in the future. Therefore, strategy almost always starts from what can happen and not from what has happened. The theory mentions two main attributes that must always be remembered, namely skill and opportunity, where both are contributions to every strategic situation. Strategic situation is an interaction between two or more individuals, each basing their actions on expectations about the actions of others that they cannot control, and the outcome will depend on individual moves from each player (Salusu, 2006).

Received: January 2023, Accepted: February 2023, Published: March 2023



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

<https://creativecommons.org/licenses/by-sa/4.0/>

According to Anthony & Young (in Salusu, 2006), the emphasis on public sector organizations can be classified into 7 aspects: (1) Not profit-oriented; (2) Special consideration in tax burden; (3) Tendency to be service-oriented; (4) Facing significant constraints on goals and strategies; (5) Less dependent on clients for financial support; (6) Dominance of professionals; and (7) Political influence often plays a crucial role. Another expert, Koteen (in Salusu, 2006), adds one more aspect, namely less responsiveness bureaucracy, where he argues that bureaucracy in public sector organizations is very slow and bureaucratic. Meanwhile, in the private sector, the emphasis is on profit-seeking and organizational survival through strategy and goals set beforehand.

To prove the need for public sector management in public sector organizations, many studies have explored the importance of strategic management in the public sector. The research by Roberts & Menker (in Rabin et al., 2000) discusses strategic management in central government in the United States, concluding that a new approach is needed in public sector management, namely a generative approach, in addition to the existing directive and adaptive approaches. The directive approach is top-down and involves less participation from organizational members. The adaptive approach emphasizes collaboration within the organization in setting goals, implementation, and evaluation. Meanwhile, the generative approach emphasizes the importance of a leader in performing goal-setting, implementation, and evaluation functions without neglecting other organizational members.

Relationship Between Organizational Commitment and Good Governance Through Organizational Strategy

The results of the hypothesis test indicate that organizational commitment has a positive but insignificant effect on good governance through organizational strategy. From the previous discussion, it was mentioned that organizational commitment has a positive but insignificant effect on organizational strategy. Meanwhile, organizational strategy has a positive and significant effect on good governance. Because one of the path relationships is insignificant, the indirect relationship between organizational commitment and good governance through organizational strategy also becomes insignificant. This is in accordance with MacKinnon's (2008) opinion, which states that if coefficients a and b are significant, it is sufficient to prove mediation, even if c is not significant, where the independent variable affects the mediator, and the mediator affects the dependent variable, even if the independent variable does not significantly affect the dependent variable.

Relationship Between Integrity and Good Governance Through Organizational Strategy

The results of the hypothesis test indicate that integrity has a positive and significant effect on good governance through organizational strategy. From the previous discussion, it was mentioned that integrity has a positive and significant effect on organizational strategy. Meanwhile, organizational strategy has a positive and significant effect on good governance. Because both path relationships are significant, the indirect relationship between integrity and good governance through organizational strategy also becomes significant. This is in accordance with MacKinnon's (2008) opinion, which states that if coefficients a and b are significant, it is sufficient to prove mediation, even if c is not significant, where the independent variable affects the mediator, and the mediator affects the dependent variable, even

Received: January 2023, Accepted: February 2023, Published: March 2023



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

<https://creativecommons.org/licenses/by-sa/4.0/>

if the independent variable does not significantly affect the dependent variable.

SUMMARISED

In this study, good governance is the core focus of the discussion. Additionally, the results of the previous hypothesis tests indicate that organizational commitment, integrity, and organizational strategy significantly influence good governance. Efforts to realize good governance have already been undertaken, as reflected in MPR Decree Number XI/MPR/1998 concerning the Organization of a State that is clean and free from corruption, collusion, and nepotism. Furthermore, in Law Number 28/1999 on the Organization of a Clean State Free from KKN (Corruption, Collusion, and Nepotism), Article 3 outlines the principles of state administration, which include: (1) the principle of legal certainty; (2) the principle of orderly state administration; (3) the principle of public interest; (4) the principle of transparency; (5) the principle of proportionality; (6) the principle of professionalism; and (7) the principle of accountability. These two regulations represent the initial steps in the reform of governance to achieve good governance.

In addition to the aforementioned regulations, reforms regarding anti-corruption legislation have been specifically undertaken, including the repeal and replacement of Law Number 15 of 2002 on the Crime of Money Laundering, and most recently, Law Number 32 of 2002 on the Corruption Eradication Commission. The commitment to combat corruption has been further emphasized through Presidential Instruction Number 5 of 2004 concerning the Acceleration of Corruption Eradication.

REFERENCES

- _____. Instruksi Presiden Republik Indonesia Nomor 5 Tahun 2004 Tentang Percepatan Pemberantasan Korupsi.
- _____. Ketetapan MPR Nomor VI/MPR/2000 Tentang Pemisahan TNI dan Polri.
- _____. Ketetapan MPR Nomor VII/MPR/2000 Tentang Peran TNI dan Polri.
- _____. Ketetapan MPR Nomor XI/MPR/1998 Tentang Penyelenggara Negara Yang Bersih Dan Bebas Korupsi, Kolusi, dan Nepotisme.
- _____. Laporan Tahunan UNDP. 2019. United Nations Development Programme (UNDP).
<https://www.undp.org/content/undp/en/home/librarypage/corporate/annual-report-2019.html> (Diakses 20 Agustus 2020).
- _____. Modul Diseminasi Gugus Depan Integritas. 2017. Badan Pengembangan Sumber Daya Manusia. Pemerintah Provinsi Riau.
- _____. Pusdiklat Depdiknas. 2008. Bahan Ajar Diklat Mutu Berbasis Sekolah. Jakarta: Departemen Pendidikan Nasional.
- _____. Undang-Undang Republik Indonesia Nomor 15 Tahun 2002 Tentang Tindak Pidana Pencucian Uang.
- _____. Undang-Undang Republik Indonesia Nomor 2 Tahun 2002 Tentang Kepolisian Negara Republik Indonesia.
- _____. Undang-Undang Republik Indonesia Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah.
- _____. Undang-Undang Republik Indonesia Nomor 28 Tahun 1999 Tentang Penyelenggaraan Negara Yang Bersih dan Bebas Dari Korupsi, Kolusi, dan Nepotisme.
- _____. Undang-Undang Republik Indonesia Nomor 30 Tahun 2002 Tentang Komisi Pemberantasan Tindak Pidana Korupsi.

- Aaltonen, P., & Ikavalko, H. 2002. Implementing Strategies Successfully. *Integrated Manufacturing Systems*, 13(6), pp. 415-418.
- AL-Abrow, H., Abdullah, H.O., & Atshan, N. 2019. Effect of Organisational Integrity and Leadership Behaviour on Organisational Excellence: Mediator Role of Work Engagement. *International Journal of Organizational Analysis*, 27(4), pp. 972-985.
- Allen, N.J., & Meyer, J.P. 1990. The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to Organization. *Journal of Occupational Psychology*, 63, pp. 1-18.
- Amelia, I., Desmiyawati., & Azlina, N. 2014. Pengaruh Good Governance, Pengendalian Intern, dan Budaya Organisasi Terhadap Kinerja Pemerintah Daerah (Studi Pada Satuan Kerja Pemerintah Kabupaten Pelalawan). *Jurnal Online Mahasiswa Fakultas Ekonomi Universitas Riau*, 1(1), pp. 1-15.
- Astrina, F. 2016. Pengaruh Budaya Organisasi, Komitmen Organisasi dan Penerapan Prinsip-Prinsip Good Corporate Governance (GCG) Terhadap Kinerja Perguruan Tinggi Dengan Pendekatan Balanced Scorecard (BSC). *Jurnal Ilmiah Ekonomi Global Masa Kini*, 7(1), pp. 61-78.
- Baruah, P., & Subedi, D. 2012. Employee Commitment and Organizational Performance: A Study of a Cooperative Jute Mill in India. *Indian Journal of Commerce & Management Studies*, III(3), pp. 92-99.
- Djuwita, R., Soemantri, R., & Prima, G.K. 2018. The Influence of Organizational Commitment, Implementation of Accounting Information System and Workplace Environment to The Performance of Work Unit. *Journal of Accounting Auditing and Business*, 1(1), pp. 86-95.
- Ernawan, E.R. 2011. *Organizational Culture Budaya Organisasi dalam Perspektif Ekonomi dan Bisnis*. Bandung: Alfabeta.
- Firmansyah, I., & Rahmawati, P.D. 2020. Pengaruh Kepemimpinan dan Value for Money terhadap Good Government Governance Pada Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kota Bandung. *COMPETITIVE*, 15(1), pp. 60-73.
- Harimurti, E., & Mariatin, E. 2014. Pengaruh Kesiapan Berubah, Komitmen Terhadap Organisasi dan Komunikasi Tentang Perubahan Organisasi Terhadap Penerapan Performance Management System. *ANALITIKA (Jurnal Magister Psikologi UMA)*, 6(1), pp. 27-36.
- Heene, A., & Desmidt, S. 2010. *Manajemen Strategik Keorganisasian Publik*. Bandung: Refika Aditama.
- Kaloh, J. 2010. *Kepemimpinan Kepala Daerah: Pola Kegiatan dan Perilaku Kepala Daerah dalam Pelaksanaan Otonomi Daerah*. Jakarta: Sinar Grafika.
- Kaswan. 2015. *Sikap Kerja: Dari Teori dan Implementasi Sampai Bukti*. Bandung: Alfabeta.
- Konzelmann, S. 2005. *Corporate Governance, Stakeholding and the Nature of Employment Relations Within the Firm*. Working paper/Centre for Business Research. University of Cambridge.
- Kreshastuti, D.K., & Prastiwi, A. 2014. Analisis Faktor-Faktor yang Mempengaruhi Whistleblowing (Studi Empiris pada Kantor Akuntan Publik di Semarang). *Diponergoro Journal of Accounting*, 3(2), pp. 1-15.
- Kurniasari, A. 2018. Pengaruh Komitmen Organisasi dan Sistem Pengendalian Internal Terhadap Penerapan Good Governance dan Dampaknya Pada Kualitas Laporan Keuangan (Studi Empiris pada Dinas Kabupaten Bantul). Naskah Publikasi - UMY Repository, pp. 1-25,

- <http://repository.umy.ac.id/handle/123456789/22750> (Diakses 6 September 2020).
- Kurniawan, A. 2015. Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) PT X Bandung. *Jurnal Manajemen*, 15(1), pp. 95-118.
- Kurniawan, M. 2013. Pengaruh Komitmen Organisasi, Budaya Organisasi, dan Kepuasan Kerja Terhadap Kinerja Organisasi Publik (Studi Empiris pada SKPD Pemerintah Kabupaten Kerinci). *Artikel Ilmiah*. Program Studi Akuntansi, Fakultas Ekonomi, Universitas Negeri Padang.
- Kusumasari, P.D., Sinarwati, N.K., & Yuniarta, G.A. 2017. Pengaruh Penerapan Prinsip-Prinsip Good Corporate Governance, Komitmen Organisasi, Gaya Kepemimpinan dan Pengawasan Internal Terhadap Kinerja Lembaga Perkreditan Desa (Studi Empiris pada LPD Kecamatan Ubud Kabupaten Gianyar). *Jurnal Ilmiah Mahasiswa Akuntansi UNDIKSHA*, 7(1), pp. 1-12.
- Landy, F.J., & Conte, J.M. 2013. *Work in the 21st Century: An Introduction to Industrial and Organizational Psychology*. 4th Edition. United States of America: JohnWiley & Sons Inc.
- Lestari, R. 2015. The Effect of Good Governance and Internal Control on Risk Management and its Implications on the Organizational Performance (Studies in Pension Fund in West Java-Indonesia). *Research Journal of Finance and Accounting*, 6(8), pp. 135-143.
- Luthans, Fred. 2011. *Organizational Behavior: An Evidence-Based Approach*. New York: McGraw-Hill.
- Mahmudi. 2010. *Manajemen Kinerja Sektor Publik*. Jakarta. STIE YKPN.
- Mardiasmo. 2014. *Otonomi dan Manajemen Keuangan Daerah*. Yogyakarta: Andi.
- Mayer, R.C., Davis, J.H., & Schoorman, F.D. 1995. An Integrative Model of Organizational Trust. *Academy of Management Review*, 20, pp. 709-734.
- Meyer, J.P., & Allen, N.J. 1997. *Commitment in the Workplace Theory Research and Application*. California: Sage Publications.
- Paine, L.S. 1994. Managing for Organizational Integrity. *Harvard Business Review*, 72(2), pp. 106-117.
- Pearce II, J.A., & Robinson, Jr. R.B. 1997. *Manajemen Strategik: Formulasi, Implementasi, dan Pengendalian*. Edisi Pertama. Diterjemahkan oleh Ir. Agus Maulana MSM. Jakarta: Binarupa Aksara.
- Putri, G.Y. 2013. Pengaruh Komitmen Organisasi dan Sistem Pengendalian Intren Pemerintah (SPIP) Terhadap Kinerja Manajerial SKPD (Studi Empiris pada Satuan Kerja Perangkat Daerah Kota Padang). *Jurnal Akuntansi Universitas Negeri Padang*, 1(1), pp. 1-25.
- Rahmawati, F.A. 2017. Pengaruh Audit Operasional, Pengendalian Internal, Good Clinical Governance, Etika Bisnis Lembaga Rumah Sakit Terhadap Efektivitas Pelayanan Kesehatan Pasien BPJS di Rumah Sakit (Studi Empiris Pada Rumah Sakit di Tulungagung). *Repository UMY*. Fakultas Ekonomi, UMY.
- Robbins, S.P., & Judge, T.A. 2013. *Organizational Behavior*. 15th Edition. New
- Rojikinnor, R. 2020. Organizational Commitment and Professionalism of State Civil Apparatus to Determine Public Satisfaction Through Good Governance, Public Service Quality and Public Empowerment. *Journal of Social and Economic Development*. Published: 02 September 2020. <https://doi.org/10.1007/s40847-020-00105-1> (Diakses 6 September 2020).
- Rumalolas, R. 2018. Pengaruh Good Governance Terhadap Kinerja Pegawai Satuan Kerja Perangkat Daerah di Kabupaten Seram Bagian Timur Provinsi Maluku.

- Tesis. Program Pascasarjana, Magister Manajemen, Universitas Muhammadiyah Surakarta.
- Salam, D.S. 2004. *Manajemen Pemerintah Indonesia*. Jakarta: Djambatan.
- Salusu. J. 2006. *Pengambilan keputusan Strategik Untuk Organisasi Publik dan Organisasi Non Profit*. Jakarta: Rasindo.
- Salwa, A., Away, Y., & Tabrani, M. 2018. Pengaruh Komitmen, Integritas dan Kompetensi Terhadap Kinerja Pegawai Serta Dampaknya Pada Kinerja Komisi Independen Pemilihan (KIP) Aceh. *Jurnal Magister Manajemen Fakultas Ekonomi dan Bisnis Unsyiah*, 2(1), pp. 58-67.
- Santosa, P. 2008. *Administrasi Publik: Teori dan Aplikasi Good Governance*. Bandung: Refika Aditama.
- Sedarmayanti, Hj., & Nurliawati, N. 2012. Strategi Penguatan Etika dan Integritas Birokrasi Dalam Rangka Pencegahan Korupsi Guna Meningkatkan Kualitas Pelayanan. *Jurnal Ilmu Administrasi*, IX(3), pp. 337-362.
- Sedarmayanti. 2009. *Reformasi Administrasi Publik Reformasi Birokrasi Dan Kepemimpinan Masa Depan (Mewujudkan Pelayanan Prima dan Pemerintahan yang Baik)*. Bandung: Refika Aditama.
- Septiawan, B. 2018. Pengaruh Pelaksanaan Audit Internal dan Komitmen Organisasi terhadap Good Corporate Governance (Survey pada 3 BUMN yang Berkantor Pusat di Kota Bandung. *Seminar Nasional I Universitas Pamulang*.
- Sopiah. 2008. *Perilaku Organisasional*. Yogyakarta: Andi Offset.
- Sudjana, N. 2016. *Penilaian Hasil Proses Belajar Mengajar*. Bandung: Remaja Rosdakarya.
- Sujiyanto. 2017. Pengaruh Integritas dan Loyalitas Pegawai Terhadap Kebijakan Pimpinan dan Dampaknya Terhadap Kinerja di Lingkungan Dinas Komunikasi dan Informatika Kota Batu. *Jurnal Ilmu Manajemen (JIMMU)*, II(2), pp. 65-84.
- Taufik, T., & Kemala, D. 2013. Pengaruh Pemahaman Prinsip-prinsip Good Governance, Pengendalian Intern dan Komitmen Organisasi Terhadap Kinerja Sektor Publik. *Pekbis jurnal*, 5(1), pp. 51-63.
- Vanlalhlimpui, J. 2018. *Leadership and Good Governance*. Mizoram University Journal of Humanities & Social Sciences (A Bi-Annual Refereed Journal), IV(2), pp. 61-72.
- Winardi. 2003. *Manajemen Perilaku Organisasi*. Jakarta: Kencana.
- Wiratno, A., Pratiwi, U., & Nurkhikmah. 2011. Pengaruh Budaya Organisasi, Gaya Kepemimpinan, Komitmen Organisasi dan Pengendalian Intern Terhadap Penerapan Good Governance Serta Implikasinya Pada Kinerja (Survey Pada Kantor Pelayanan Perbendaharaan Negara Tegal). *Journal & Proceeding - Fakultas Ekonomi & Bisnis UNSOED*, 1(1), pp. 1-14.
- Wymeersch, E. 2006. *Corporate Governance Codes and their Implementation*. Ghent University Financial Institute, ECGI.
- Yenti, D. 2013. Pengaruh Motivasi, Komitmen Organisasi, dan Partisipasi Penyusunan Anggaran Terhadap Kinerja Organisasi. *Jurnal Akuntansi UNP*, 1(1), pp. 1-18.
- Yousaf, M., Ihsan, F., & Ellahi, A. 2016. Exploring the impact of good governance on citizens' trust in Pakistan. *Government Information Quarterly*, 33(1), pp. 200-209.
- Yukl, G.A., & Van Fleet, D.D. 1992. *Theory and Research on Leadership in Organizations*, di dalam Dunnette, M. D. dan Hough, L. M. (ed), *Handbook of Industrial & Organizational Psychology*, 2nd ed, Vol 3, Palo Alto: Consulting

Psychologists Press.

Zaraket, W.S. 2018. The Influence of Organizational Commitment on Building Organizational Branding. *International Journal of Economics, Commerce and Management*, VI(2), pp. 399-416.

Zeyn, E. 2011. Pengaruh Good governance dan Standar Akuntansi Pemerintahan terhadap Akuntabilitas Keuangan dengan Komitmen Organisasi sebagai Pemoderasi. *E-journal Universitas Muhammadiyah Malang*, 7(22), pp. 124-136.

