THE INFLUENCE OF WORK MORALE ON ORGANIZATIONAL COMMITMENT OF POLICE MEMBERS IN THE DIRECTORATE OF DRUG INVESTIGATION WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MEDIATION VARIABLE

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Article Info	ABSTRACT
Keywords: *Work Morale, Organizational Commitment, Perceived Organizational Support.*	This study aims to analyze influence of work morale on organizational commitment of Police Members of the Directorate of Drug Investigation with perceived organizational support as a mediating variable. Organizational commitment is the willingness of employees in this case the willingness of Polri personnel to prioritize the organization over personal interests, accept the goals and expectations of the organization and make a great contribution to achieving the goals of the Polri organization. This study uses a quantitative method. In this study, the sampling technique used is the total sampling technique. The results of this study indicate that there is an influence of work morale on perceived organizational support of Police Members of the Directorate of Drug Investigation, Aceh Police, the conclusion is based on the value of C.R. (t-statistic) of 6.662> 1.96 and or P-value of *** (0.000 <0.05). There is an influence of perceived organizational support on organizational commitment of Police Members of the Directorate of Drug Investigation of the Aceh Police, the conclusion is based on the value of C.R. (t-statistic) of 3.349 > 1.96 and or P-value with *** (0.000 < 0.05). There is no influence of Work Morale on Organizational Commitment of Police Members of the Directorate of Drug Investigation of the Aceh Police, the conclusion is based on the value of C.R. (t-statistic) of -1.346 < 1.96 and or P-value of 0.178 > 0.05. There is an influence of work morale on organizational commitment with perceived organizational support as a mediating variable for members of the Aceh Police Narcotics Investigation Directorate, the conclusion is based on a mediation test with the Sobel Test, the P-value (Two-tailed) with the Sobel Test is 0.002 <0.05 (significant) and/or with a Sobel t-statistic value of 2.983> 1.96.

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1. INTRODUCTION

This quality improvement is also an effort to motivate employees and create clearer goals. According to Cak et al. (2019), organizations not only expect competent and skilled human resources, but more importantly, they expect their members to work diligently and with a desire to achieve optimal work results. This is because the success of an organization is determined by the human factor, or members, in achieving

its goals. Within an organization, human resources are seen as a crucial element in determining the organization's success in achieving its goals. This is similar to the Indonesian National Police, which also aims to maintain public order and security; enforce the law; and provide protection, guidance, and service to the community. (Barron, K., & Chou, S. Y. 2020).

In carrying out their duties and authorities, members of the Indonesian National Police (Polri) are bound by specific laws and regulations that must be adhered to in their behavior, namely Law Number 2 of 2002 concerning the Indonesian National Police, Government Regulation of the Republic of Indonesia Number 2 of 2003 concerning Disciplinary Regulations for Members of the Indonesian National Police, and Regulation of the Chief of Police Number 14 of 2011 concerning the Code of Professional Ethics of the Indonesian National Police (Tarigan, 2021; Dalimunthe et al., 2024).

The basic function of the police is to uphold established rules and ensure that citizens within their jurisdiction do not violate them. Certain standards or benchmarks distinguish the police from other professions. To become a police officer, one must possess intellectual and technical expertise, undergo training and education, possess competence, be a member of an organization, and adhere to a specific discipline and code of ethics as agreed upon by the police profession itself (Hartawan, 2020).

In carrying out their duties, police officers or personnel are required to demonstrate a high level of commitment. Organizational commitment is a feeling of being more than just a member of an organization, and a willingness to exert a high degree of effort for the benefit of the organization, in order to facilitate the achievement of organizational goals. Schein (in Ma'rufi, 2019) further stated that individuals with high organizational commitment will be more beneficial to the organization. According to Robin, S.P., & Judge, T.A. (2019), organizational commitment is an individual's belief in and acceptance of the organization's values and goals, thus making the individual feel comfortable and wanting to remain in the organization, while maintaining the good name and pride of the institution/organization. High organizational commitment among employees will have a positive impact on the organization, such as increasing productivity and work quality, and reducing tardiness, absenteeism, and job turnover.

Griffin & Bateman (in Aamodt, 2010) suggest that individuals with high organizational commitment: (1) Make the organization a personal goal to maintain membership in the organization. (2) Have faith in and accept the organization's values and goals. (3) A willingness to exert effort for the benefit of the organization. Furthermore, Hunt and Morgan (in Aamodt, 2010) suggest that employees have high organizational commitment if: (1) They believe in and accept the organization's goals and values, (2) They are willing to strive toward achieving organizational goals, and (3) They have a strong desire to remain members of the organization. According to Cesário et al. (2017), individuals with high commitment will demonstrate a sense of belonging to the institution/organization, increase their involvement in organizational activities, remain part of the organization, and contribute to it because they have an emotional bond and feel obligated to contribute and maintain the organization's good name.

The low commitment of Indonesian National Police personnel can be seen in research by Tjahjono, H. K. et al. (2019), who found that the Indonesian police force's reputation is currently declining in the public eye due to the number of violations committed by several individual police officers. According to Hartawan, B. (2020), regulations and laws that bind members of the Indonesian National Police (Polri) to serve as moral guidelines in carrying out their profession do not, in reality, guarantee the growth of professionalism in carrying out their duties and authorities as law enforcement officers. This is in stark contrast to the situation if Polri members themselves commit crimes, as every Polri member must be a role model for Indonesian citizens in upholding the law and implementing applicable laws and regulations. Stum (2018) suggests that there are five factors that influence organizational commitment, namely: a. a culture of openness, b. job satisfaction, c. personal competence (ability, work ethic, work morale, responsibility), d. organizational direction, and e. appropriate work rewards. Furthermore, organizational commitment is influenced by several factors, including a sense of security at work, a feeling of fulfillment of individual expectations of the organization, and existing policies within the organization (Allen and Mayer in Sianipar & Haryanti, 2021).

Davis (2010) defines work morale as an individual and group attitude toward their work environment and the desire to perform to the best of their ability by voluntarily utilizing their abilities. This approach emphasizes the drive to perform to the best of their ability rather than mere enjoyment. Research by Gordon (2012) shows that employees with high work morale remain committed to organizational goals. High work morale leads employees to have a generally positive attitude toward their work and supervision. Sucahya and Suana (2021) suggest that employee work morale influences organizational commitment. Their research demonstrates that employees with strong work morale perform optimally in completing their work, even engaging in activities beyond their normal duties. A person's strong commitment to their organization will lead them to do whatever it takes to advance the company because of their belief in the organization (Luthans, 2011).

Furthermore, Siswanto (2013) stated that employee morale is a spiritual condition or behavior of individual workers and groups that can engender deep joy in each employee, encouraging them to work diligently and consistently to achieve the goals set by the company/organization. Mallik A, et al. (2019) found that the importance of work morale drives organizational progress. Morale is an individual's attitude toward themselves, their work, their superiors, and the institution. Work morale is a psychological state related to belief and completing work; an individual or group employee attitude that generates courage, dedication, and discipline. It is the level of fulfillment an individual has with intrinsic work aspects. This state will provide feedback from the organization to provide support to employees. Furthermore, Claudia M, (2022) stated that work morale is an attribution that refers to how behavior influences others or groups/organizations.

According to Eisenberger (2019), individuals perceive their work as a reciprocal relationship that reflects a relative dependence that goes beyond a formal contract with their organization, meaning that employees and organizations engage in a reciprocal relationship. This is known as perceived organizational support. According to Rhodes and Eisenberger (2014), perceived organizational support is an employee's belief regarding the extent to which the organization values their contributions and cares about their well-being. Based on the perspective of social exchange theory, the presence of perceived organizational support can create an obligation for individuals to care about the welfare of the organization and help achieve organizational objectives.

2. RESEARCH METHOD

The research method used in this study is descriptive, aiming to accurately describe the characteristics of a particular individual, situation, symptom, or group, or to determine the frequency of certain relationships between symptoms in society. Hypotheses may or may not already exist, depending on the extent of knowledge about the problem in question. The sample used in this study was 193 members of the Aceh Regional Police Narcotics Investigation Directorate. The sampling technique used was total sampling, where the entire population was sampled, resulting in a total sample size of 193 individuals. The data collection technique used in this study is the researcher's primary means of obtaining an overview of the research focus. Data collection in this study was conducted through several methods. Data collection techniques in this study included interviews, observation, literature review, and documentation. This study employed a quantitative method with three scales: work morale, organizational commitment, and perceived organizational support. In measuring work morale, researchers use aspects of work morale according to Pidarta and Danim (in Tentama, F. (2019), namely; aspects of enthusiasm, discipline and responsibility. The following is a grid table of the distribution of work morale scale items. In measuring organizational commitment, researchers use aspects of organizational commitment according to Allen and Meyer, (2013), namely effective commitment, continuance commitment, and normative commitment. The following is a grid table of the distribution of organizational commitment scale items. In measuring perceived organizational support, it is arranged based on aspects according to Rhoades and Eisenberger (2014), namely justice, superior support, and appreciation from the organization and working conditions. The following is a grid table of the distribution of perceived organizational support scale items. Scoring on this scale uses the Likert model. Each indicator will be described in a number of favorable (supportive) and unfavorable (unsupportive) statements, where each statement is equipped with four alternative answers, namely SS (Very Appropriate), S (Appropriate), TS (Not Appropriate), and STS (Very Not Appropriate). After obtaining the necessary data from observations, interviews, documentation studies, and literature studies, the next stage is processing and data analysis. The data analysis method used in this study was computer-assisted using the SEM program.

3. RESULTS AND ANALYSIS

The Influence of Work Morale on Perceived Organizational Support

Mujibburahman et al. (2020) explain that perceived organizational support can effectively improve employee performance. High performance significantly impacts the organization. This means that greater support will impact an employee's performance in completing their tasks, thus leading the organization to further progress and development. The support provided by the organization will undoubtedly encourage employees to continue demonstrating their skills, contributing to the success of organizational goals (Firnanda & Wijayati, 2021). Perceived organizational support is how an organization recognizes employees' contributions to organizational progress and their attention to their lives and needs (Untari et

al., 2021). Many forms of perceived organizational support are provided to employees, such as mutual respect, salary rewards, and promotions, which are considered to support employees in carrying out their work and their well-being.

The results of this study found that work morale positively and significantly increased perceived organizational support among police officers in the Aceh Regional Police Narcotics Investigation Directorate. These findings align with and support previous research that found work morale has a significant impact on perceived organizational support. Effective law enforcement requires collaboration between officers and the communities they serve. When police morale is high, positive interactions occur more frequently, helping to build bridges, break down barriers, and facilitate communication. This collaboration, in turn, allows law enforcement to better understand community needs, enabling more effective crime prevention and resolution strategies. (in https://www.versaterm.com/post. 2023). Low morale among any workforce can negatively impact productivity, effectiveness, and efficiency. In law enforcement, where the safety of officers and the public is paramount, low morale can impact the organization in a variety of ways, from productivity to retention to unprofessional behavior (Harianto et al., 2023).

Support and appreciation are among the most important aspects for employees in an organization (Ashar & Murgianto, 2019). In social exchange theory, the existence of support from the organization will not just happen. When employees make active contributions to continuously strive to achieve the goals of an organization (Onyeka & Onuoha, 2021; Kholil et al., 2024), this has a quite strong influence on the support provided by the organization. Therefore, every employee has an obligation to build work morale, and coworkers are individuals who have very close interactions with each other in an organization so that the support of coworkers has the ability to make the work environment a pleasant or unpleasant place to spend time at work, in the form of work morale and ultimately directs how much an employee works with the support of a conducive work environment and ultimately directs how much the organization provides support to all members of the organization in their work (Wijayati et al., 2020).

The Influence of Perceived Organizational Support on Organizational Commitment

Organizational commitment is a psychological state, such as emotion, identification, and employee involvement in the company, that binds employees to become members of the company. As a reflection of employees with a strong organizational commitment, an employee is required to be able to work as a self-expression, where employees must act corporatively with the company's vision. Employees tend to have weak organizational commitment, as evidenced by the fact that some employees still exhibit work behaviors inconsistent with the company's vision.

There are three factors that cause someone to commit to their organization: first, personal factors, which are the employee's own commitment to completing various tasks, responsibilities, and authority based on their own reasons and motivations. Second, situational factors, in this case, are caused by workplace values, the relationship between employees and superiors, job characteristics, and organizational support. This commitment arises from the demands placed on employees to complete tasks and responsibilities. The supervisor's role is crucial in determining this commitment by providing accurate information to subordinates and providing rewards for employee performance. Third, positional factors, in this case, are caused by length of service (organizational tenure). Companies value the dedication and loyalty of their employees. Employees who are emotionally committed to the organization will demonstrate high work performance, reduced absenteeism, and a lower likelihood of leaving their jobs. Conversely, employees generally assess the organization's commitment to them through pay, promotions, and access to organizational information (Fischer, 2015).

This study found that Perceived Organizational Support influenced the Organizational Commitment of Police Officers at the Aceh Regional Police Narcotics Investigation Directorate. These findings confirm and support the findings of previous research. To build employee commitment, good organizational support from the company to employees is necessary (Eisenberger, 2014). Organizational support refers to employee perceptions regarding the extent to which the organization values their contributions, provides support, and cares about their well-being. Organizational support means the extent to which the organization values employee contributions and cares about their well-being. This will increase employee commitment to the organization where they work.

According to Eisenberger (2014), there are three main categories of perceived organizational support. These three categories include: first, Justice, which includes aspects of concern for employee well-being and fairness in formal policies. Second, Supervisor support, which includes aspects of the supervisor's willingness to help solve work problems and the supervisor's attitude towards employee ideas. Third, Organizational rewards and working conditions, which include salary, recognition, promotions, job security, independence, training, and response to employee problems. Huntingtin, Hutchison, and Sowa (2019)

found strong evidence of this reciprocal relationship, where employees reciprocate the organizational support they receive through their commitment to the organization.

The Influence of Work Morale on Organizational Commitment

Organizational commitment is a driving force behind positive work behavior within an institution or organization. Strong organizational commitment within an individual will drive them to strive to achieve organizational goals in accordance with pre-planned interests. Individuals with a high level of organizational commitment will have a positive outlook and strive to do their best for the organization's benefit (Edfan DV, 2020). High commitment makes individuals care about the fate of the organization and strive to improve it, thus leading to positive employee morale. Employees with good work morale will work optimally to complete their tasks, even engaging in activities that may be beyond their normal duties. A person's strong commitment to their organization will drive them to do whatever it takes to advance the company because of their belief in the organization (Luthans, 2011).

The results of this study found that work morale was unable to influence organizational commitment among members of the Police Narcotics Investigation Directorate. This finding is inconsistent with expert opinion or previous research. Nevertheless, employee morale is a crucial factor that must be understood in achieving company goals. High and low employee morale cannot simply occur without a clear cause; it occurs through a causal process. Furthermore, Luthans (2011) states that employee morale is a spiritual condition or behavior of individual employees and groups that can engender deep joy in each employee, encouraging them to work diligently and consistently to achieve the company's stated goals.

Based on existing theory and previous research, researchers have their own opinion regarding work morale. Morale is a behavior possessed by each individual, with each individual having a different perception of morality, in this case, the morality of cooperation. It should be noted that the results of this study are a specific assessment applicable to the research subjects, namely members of the Police Narcotics Investigation Directorate. The findings of the third hypothesis in this study can certainly be a novel finding for further research in the future.

The Influence of Work Morale on Organizational Commitment of Police Members of the Narcotics Research Directorate with Perceived Organizational Support as a Mediating Variable

Boyatzis and Ron (2021) argue that finding the right people in an organization is not easy, as it requires more than just better education or talent. However, psychological factors underlie the relationship between an individual and their organization. These psychological factors influence a person's abilities within the organization, one of which is commitment to the organization.

Employees with high commitment are expected to produce optimal performance. When someone joins an organization, they are required to demonstrate commitment. Luthans (2011) defines organizational commitment as an attitude that demonstrates employee loyalty and is a continuous process by which an individual expresses their concern for the organization's success. Low commitment creates problems for the organization, as commitment is a valuable "commodity" that determines its success. Low commitment reflects a lack of responsibility in carrying out their duties.

Commitment is a complex construct and can manifest in various forms. Allen and Meyer (2013) state that commitment is an individual's tendency to remain in an organization due to the perception that they will suffer a loss if they leave the organization, better known as continuance commitment. Furthermore, Allen and Meyer (2013) assess that commitment involves normative pressures internalized within the individual. These pressures are what cause individuals to remain employed by the organization. Mondy (2018) defines commitment as having three factors: acceptance of the organization's goals, a willingness to exert effort for the organization's benefit, and a strong desire to maintain membership in the organization. Allen and Meyer (2013) also share this view, defining commitment as a strong desire to remain a member of a particular organization, a willingness to strive diligently in accordance with the organization's wishes, and a belief in the acceptance of the organization's values and goals. In other words, commitment is an attitude that reflects employee loyalty to the organization. Allen and Meyer further define organizational commitment in three aspects: affective commitment, continuance commitment, and normative commitment.

This study found that Perceived Organizational Support mediated the influence of Work Morale on Organizational Commitment among members of the Police Narcotics Investigation Directorate. These results align with and support several previous studies. Mallik A, et al. (2019) conducted a study of 312 employees and found that the importance of work morale drives organizational progress. Morale is an individual's attitude toward themselves, their work, their superiors, and the institution. Work morale is a psychological state related to belief and completing work; an individual or group attitude of employees,

resulting in courage, dedication, and discipline. It is the level of fulfillment an individual experiences with intrinsic work aspects. This state will provide feedback from the organization to provide support to employees.

Claudia M, (2022)'s study of 174 employees found that work morale is an attribution that refers to how behavior is explained as influencing others or the group/organization. Individuals with good work morale will provide feedback to the organization, thus impacting the support provided by organizational support to make each work activity more productive. Police officers present a unique challenge in maintaining organizational commitment. However, a proactive approach by police agencies, particularly support from the police organization, can be effective in increasing officer commitment to their agency.

Johnson Richard R. (2019) conducted research on employee organizational commitment, which has positive outcomes for any organization, including law enforcement agencies. Although organizational characteristics such as supervisor feedback and organizational support have a strong influence on increasing organizational commitment in other types of organizations, the police organizational environment is unique and can hinder the facilitation of these characteristics. This study used a sample of police officers to examine the influence of supervisor feedback and perceived organizational support on officer organizational commitment, the net effect of organizational influence, job characteristics, and other officer personal characteristics. The findings revealed that, despite the barriers faced by police managers, these and other organizational-level characteristics are strong predictors of officer organizational commitment.

Furthermore, Robin N. Haarr (2018) examined the relationship between levels of organizational commitment and patrol officers' attitudes toward and participation in police deviance at the police patrol bureau. He used analysis and interpretation of qualitative data collected during fieldwork in a mid-sized police department to develop the subject matter. The fieldwork was conducted over a seven-month period, during which 580 hours of field observations were conducted and 48 unstructured interviews with patrol officers were conducted. The analysis revealed that patrol officers with low levels of organizational commitment were more likely to engage in patterns of work avoidance and manipulation and employee deviance toward the organization, and conversely, patrol officers with high levels of organizational commitment were more likely to engage in employee deviance toward the organization. Finally, patrol officers with medium levels of organizational commitment engaged in one of three forms of deviance, depending on the commissioner's end.

4. CONCLUSION

There is an influence of Work Morale on Perceived Organizational Support of Police Members of the Aceh Police Narcotics Investigation Directorate, the conclusion is based on the value of C.R. (t-statistic) of 6.662 > 1.96 and or P-value of *** (0.000 < 0.05). There is an influence of Perceived Organizational Support on Organizational Commitment of Police Members of the Aceh Police Narcotics Investigation Directorate, the conclusion is based on the value of C.R. (t-statistic) of 3.349 > 1.96 and or P-value with *** (0.000 < 0.05). There is no influence of Work Morale on Organizational Commitment of Police Members of the Aceh Police Narcotics Investigation Directorate, the conclusion is based on the value of C.R. (t-statistic) of -1.346 < 1.96 and or P-value of 0.178 > 0.05. There is an Influence of Work Morale on Organizational Commitment with Perceived Organizational Support as a Mediating Variable for Police Members of the Aceh Police Narcotics Investigation Directorate, the conclusion is based on the mediation test with the Sobel Test, obtained a P-value (Two-tailed) with the Sobel Test of 0.002 <0.05 (significant) and or with a Sobel t-statistic value of 2.983> 1.96. The results of this study explain that in increasing the Organizational Commitment of Police Members of the Aceh Police Narcotics Investigation Directorate, it can be done by increasing the Perceived Organizational Support variable, where the Perceived Organizational Support variable has the greatest influence (0.317) compared to the Work Morale variable with an influence of (-0.151). The results of this study also found that the Work Morale variable is directly insignificant in increasing the Organizational Commitment of Police Members of the Aceh Police Narcotics Investigation Directorate. However, indirectly, Work Morale mediated by Perceived Organizational Support is able to increase the Organizational Commitment of the Narcotics Research Directorate at the Aceh Regional Police.

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