

ANALYSIS OF TRAINING, COMPETENCY, AND ORGANIZATIONAL CULTURE ON PERSONNEL PERFORMANCE WITH THE MEDIATION OF AFFECTIVE COMMITMENT

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Abstract: This study aims to measure the increase in job performance through training, competence, and organizational culture and is mediated by affective commitment. The data collected from 206 personnel from the Semarang Ungaran Police were processed using the Structural Equation Model-Partial Least Square (SEM-PLS) modeling technique. The results of the study show that training, competence, and organizational culture positively and significantly affect affective commitment. Affective commitment, training, and organizational culture variables have a significant positive effect on job performance. Meanwhile, one other variable, namely competence, does not affect job performance. The mediation test results show that affective commitment can mediate the effect of training, competence, and organizational culture on job performance. This research contributes to helping the Ungaran Semarang Police by providing appropriate strategies to improve the job performance of police personnel. This strategy is then expected to boost the job performance of personnel members of the Ungaran Semarang Police. The novelty of this research lies in the fact that it empirically uses a model of the influence of training, competence, and organizational culture on job performance by integrating affective commitment to analyze the increase in job performance of members of the Ungaran Semarang Police personnel.

Keywords: *Training, competence, organizational culture, affective commitment, job performance*

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1. Introduction

The goals of an organization can be achieved by seeking a competitive advantage (Noe et al, 2014). Organizations seeking competitive advantage through employees must be able to manage the behavior and results of all employees. The development of an organization is the desire of every individual in the organization, so it is hoped that with this development the organization will be able to compete and keep up with the times (Zenal, Ramly, Mutis, Arafah, 2015). Human resource management (HRM) is an important factor in organizational achievement. The existence of human resource management is very important for organizations in managing, organizing, administering, and using human resources (employees) so that they can function productively, effectively, and efficiently.

This research was conducted at the Ungaran Semarang Police, where the Semarang Ungaran Police is a state institution that is the command structure of the Indonesian National

Police in the district/city area. Each personnel owned must have insight and good performance to make the success of the goal achieved. Some of the problems faced by the Ungaran Semarang Police agency are the performance of personnel who are not optimal in carrying out their performance as seen from the personnel performance targets (SKP). The results of research on personnel performance show that in 2019, 2020, and 2021 there has been a decline in performance as seen from the percentage of personnel performance achieved each month. Polres personnel performance indicators state that personnel performance indicators are integrity, professionalism, innovation, transparency, and productivity. Polres personnel performance indicators are very important for the organization, so management needs to pay attention to the personnel indicators they have.

This research is also to overcome the differences in the results of research on training, competence, and organizational culture which do not affect job performance by forming a system framework through affective commitment. Research on research on training, competence, and organizational culture which does not affect job performance was put forward by (Kurniasari et al., 2018, and Setiawan et al., 2021). Other research on training affects job performance Assem and Dulewics (2014); Sharma (2014); Lloret, Sánchez, and Hernández (2016). Competence can have an impact on job performance (Mehrvarz et al., 2021; Mulang 2021; Sartika et al., 2021; Sulaiman 2021, Setiawan et al., 2021). Organizational culture has a significant positive effect on job performance (Rofifah 2019; Sapta 2021; Virgiawan et al., 2021, Setiawan et al., 2021 and Widarko, 2022). In particular, this study aims to (i) observe the increase in job performance of members of the Ungaran Semarang Police, (ii) investigate constructs that affect job performance (iii) formulate strategies to improve job performance.

However, due to the complexity of this research conceptual alone is not sufficient to explain this phenomenon. Therefore another construct is included, namely affective commitment. Affective commitment is defined by Kreitner and Kinicki (2014) as an employee's emotional attachment, which identifies and is involved with the organization. Affective commitment also plays an important role in building job improvement Fu and Deshpade (2014); Gelderen and Bik (2016); Setiawan et al., (2021) . This integration is to explain the phenomenon of increased job performance within the Ungaran Semarang Police. Thus, this study will contribute to adding new insights to the literature. The study is organized into six sections, starting with an introduction and continuing with a literature review and hypothesis development. The methodology is explained in the third section, followed by Results and Discussion, Managerial Implications, and Limitations and ideas for Further Research.

2. Literature Reviews

2.1 Training

Train _ is a planned effort to facilitate employee learning about work-related knowledge, skills, and behaviors (Noe et al., 2014). Training is very important for the organization (Dessler, 2015). Training will have the aim of increasing the ability, expertise, and knowledge of employees to improve performance. Training has an orientation towards the entire organization regarding training on how to do work (Sedarmayanti, 2019).

The importance of training in increasing commitment is explained by Newman et al., (2011); Yang et al., (2012) where the high level of training provided by the organization can have an impact on increasing employee commitment to the organization. The training

provided by the organization is beneficial for the existing human resources within the organization to improve performance (Sedarmayanti, 2019). A high level of training can have an impact on improving employee performance (Assem and Dulewics (2014); Sharma (2014); Lloret, Sánchez, and Hernández (2016); Setiawan et al., (2021). Training according to Sedarmayanti (2017) has characteristics such as material training programs, learning principles, appropriateness, and suitability of facilities.

2.2 Competence

Competence is an attribute or characteristic of a person that makes him successful at work (Zainal et al., 2015). Competence is a basic individual characteristic related to effective performance that varies and is different from other employees whose level of competency is average. Competence is many characteristics that underlie individuals to achieve superior performance. Competence is the ability of someone who can be obsessed which includes knowledge, skills, and attitudes in completing a job or task following the specified performance. Competence according to Dessler (2015) is the behavior of a person that can be observed and measured to produce the maximum possible work.

The importance of competence in increasing commitment is explained by where the high competence in employees can have an impact on employee commitment to the organization. Employee competence is useful in human resource management to improve performance (Sedarmayanti, 2017). High employee competence can have an impact on improving employee performance (Mehrvarz et al., 2021; Mulang 2021; Sartika et al., 2021; Sulaiman 2021, Setiawan et al., 2021). Competence according to (Wong et al., 2014) consists of high skills, consistent and earnestness in carrying out tasks.

2.3 Organizational Culture

Organizational culture proposed by Robbins and Judge (2017) refers to a system of sharing meaning carried out by members that distinguish an organization from other organizations. A strong organizational culture will provide stability to the organization. There are many smallest components in composing an organizational culture (Schein, 1983). Nelson and Cooper (2007) argue that a positive culture emphasizes building the strengths of workers, rewarding them more often than punishing and emphasizing individual vitality and growth. Spirituality in the workplace is not about organized religious practice.

The importance of organizational culture in building commitment was stated by (Pinho et al., 2014; Shim et al., 2015) where a good organizational culture can have an impact on increasing employee commitment. Furthermore, Jurfizen et al., (2021) stated that a good organizational culture affects job performance. High job performance is influenced by the creation of a good organizational culture from the organization (Rofifah 2019; Sapta 2021; Setiawan et al., 2021; Virgiawan et al., 2021; Widarko, 2022). Organizational culture indicators according to Setiawan (2021) are thinking strategically, being trustworthy, and being science-basic.

2.4 Affective Commitment

Solinger, Olffen, and Roe (2008) stated that commitment is an agreement to do something for oneself, another person, a group, or an organization. Commitment is a force that binds a person through action relevant to one or several targets (Meyer and Herscovitch, 2001). Organizational commitment reflects the degree to which a person recognizes an

organization and is bound to its goals (Kreitner and Kinicki, 2014). Organizational commitment consists of three separate components that are interconnected: affective commitment, normative commitment, and continuance commitment (Allen and Meyer, 1991). Furthermore, Allen and Meyer (1991) define Affective Commitment as an employee's emotional attachment to, employee identification with, and employee involvement in the company. Employees who have a strong affective commitment continue to work for the company because they want it. The role of Affective commitment in impacting job performance is explained by Setiawan et al., (2021) where high affective commitment can have an impact on high performance (Tsai et al ., (2010); Kim and Brymer (2011); Gelderen and Bijk (2011) and Fu and Desphade (2014). The indicator of affective commitment is from feeling emotionally attached to the organization, feeling like part of the organizational family, and the organization has significant meaning (Allen and Meyer, 1991)

2.5 Job Performance

Dessler (2015) suggests that job performance is the actual achievement of employees compared to the expected performance of employees. Performance is the periodic determination of the operational effectiveness of the organization, its parts, and employees based on predetermined goals, standards, and criteria. Performance is a real behavior that is displayed by everyone as work performance is produced by employees according to their role in the company (Zaenal et al., 2015). Furthermore, job performance is formed influenced by training (Newman et al., 2011); competence (Fu and Despande, 2014). Organizational culture (Sharma, 2014), where the results of all his research found that training, competence, organizational culture, and affective commitment can have an impact on job performance. Job performance indicators according to Setiawan et al.,, (2021) are integrity, professionalism, innovation, transparency, and productivity.

Hypotheses Development

Effect of Training on Affective Commitment

Training is educational material that concerns the learning process to acquire skills and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice rather than theory. Training can help employees to do their current jobs, and the benefits of training programs can be obtained throughout their future careers. Training activities provide dividends to employees and the organization in the form of expertise and skills which will then become valuable assets for the organization. Training employees will increase their abilities and so will the company, namely to meet the demands of managers and the HR department (Zainal et al., 2015).

Training provided by organizations can have an impact on employee commitment (Newman et al., 2011) whereas training provided properly to employees will have an impact on strengthening employee commitment. The results of the training provided are a measure of the extent to which employees gain knowledge as a provision to learn how to carry out work according to existing rules (Yang et al., 2012; Setiawan et al., 2021). Based on the findings of several studies above, the development of the hypothesis is:

H1: Training has a positive and significant effect on Affective Commitment.

The Effect of Competence on Affective Commitment

Competence is the ability of ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work (Sutrisno, 2016). High competence of employees will also result in high performance of employees. This is proven by Yamao and Sekiguchi (2015) in their research which found that competence influences commitment. Research conducted by Lotunani et al., (2014), and Setiawan et al., (2021) found that competence affects commitment. Based on these findings, the following hypotheses were developed

H 2: Competence has a positive and significant effect on Affective Commitment.

The Influence of Organizational Culture on Affective Commitment

Schein (1996) suggests that a strong organizational culture will provide stability to the organization. Organizational culture is a system of sharing meaning carried out by members that distinguish an organization from other organizations. Organizational culture can form employee commitment (Castillo, 2013). Research conducted by Pinho et al., (2014) found that organizational culture as measured through cultural differences between members of the organization is the key to creating commitment within the company. In line with research conducted by Shim et al., (2015), Setiawan et al., (2021) also found that organizational culture as a culture that develops is rational, and is part of a group creates a good organizational climate so that employee commitment can be created by good. Based on the explanation above, it can be formulated as follows:

H3: Organizational Culture has a positive and significant effect on Affective Commitment.

Effect of Training on Job Performance

Training is a training effort given to all employees to be able to do a good job, develop competence, and understand risks and regulations in the work environment (Onisk, 2011). The training provided will make it easier for employees to understand the system, and how to carry out their work properly to improve performance. This is proven by Assem and Dulewics (2014); Sharma (2014); Lloret, Sánchez, and Hernández (2016) found that proper training from companies provides support for improving personnel performance. Based on the explanation above, the hypothesis development can be formulated as follows:

H4: Training has a positive and significant effect on Job Performance

The Effect of Competence on Job Performance

Competence is the ability of ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work (Sutrisno, 2016). High competence of employees will also result in high performance of employees. This is evidenced by Aima, Adam, Ali (2017); Farida, Tippe, Tunas (2020), Setiawan et al., (2021) who found that high competence of employees has an impact on improving personnel performance. Based on the explanation above, it can be formulated as follows:

H5: Competence has a positive and significant effect on Job Performance.

The Influence of Organizational Culture on Job Performance

An empirical study of organizational culture on job performance conducted by Stare (2011) found that organizational culture is capable of supporting good performance. The

impact of increasing organizational culture can encourage job performance within the organization (Ahmad, 2012). Other studies have found the effect of organizational culture on job performance significantly increasing performance (Murphy et al., 2013; Shahzad et al., 2013; Risianto, 2018, Setiawan et al., 2021), which found that organizational culture plays a role in increasing performance. Based on the explanation above, the hypothesis development can be formulated as follows:

H6: Organizational culture has a positive and significant effect on job performance.

Effect of Affective Commitment on Job Performance

Affective commitment is defined by Kreiter and Kinicki (2014) as employee emotional attachment and employee involvement in the organization. Employees who have strong affective commitment continue to work for the company because they want it so that high performance will be achieved. This is proven by Tsai et al., (2010); Kim and Brymer (2011); Gelderen and Bijk (2011); Fu and Desphade (2014), Setiawan et al., (2021) who found that employee commitment to the organization is capable of producing significant personnel performance. Based on the explanation above, the following hypothesis development can be formulated:

H7: Affective Commitment has a positive and significant effect on Job Performance

Affective Commitment Mediates the Effect of Training on Job Performance

Affective commitment plays an important role in building high performance (Yu and Ramanathan, 2012). This high affective commitment has an impact on the performance of the results of the resources owned. The importance of affective commitment in building job performance was put forward by Newman et al., (2011) who explained that training possessed by human resources in organizations can increase commitment to the organization. Furthermore, the results of his research found that commitment can mediate the effect of training on job performance. Research that supports the role of affective commitment in mediating the effect of training on job performance was put forward by Kurniasari et al., (2018), Setiawan et al., (2021) in his research found that training has a strong role in building commitment which in turn can increase high-performance employee. Based on the explanation above, the development of the hypothesis can be formulated as follows:

H8: Training has a positive and significant effect on job performance with affective commitment as a mediating variable.

Affective Commitment Mediates the Effect of Competence on Job Performance

Affective commitment is the attachment of human resources to the organization where they work (Allen and Meyer, 1997). The importance of affective commitment in building job performance was put forward by Lotunani et al., (2014) who explained that competence possessed by human resources in the organization can increase commitment to the organization, further the results of his research found that organizational commitment can mediate the influence of competence on job performance. Research that supports the role of affective commitment in mediating the influence of competence on job performance was put forward by Yamao and Sekiguchi (2015), Setiawan et al., (2021) in their research found that competence has a strong role in building commitment which in turn can improve employee performance in bringing organizations in the realm of global competition. Based on the explanation above, the development of the hypothesis can be formulated as follows:

H9: Competence has a positive and significant effect on job performance with affective commitment as a mediating variable.

Affective Commitment Mediates the Influence of Organizational Culture on Job Performance

Human resources in the organization will have high performance if their affective commitment is also high (Tsai et al., 2010). Human resources, if they understand the organization in the organization, will be able to increase their commitment to participate in achieving targets within the organization (Castillo, 2013). The role of affective commitment in mediating the effect of organizational culture on job performance by mediating affective commitment was proposed by Shim et al., (2015). Supporting research are Kurniasari et al., (2018); Setiawan et al., (2021) who in their statement found commitment to being able to mediate the effect of organizational culture on performance.

H10: Organizational culture has a positive and significant effect on job performance with affective commitment as a mediating variable.

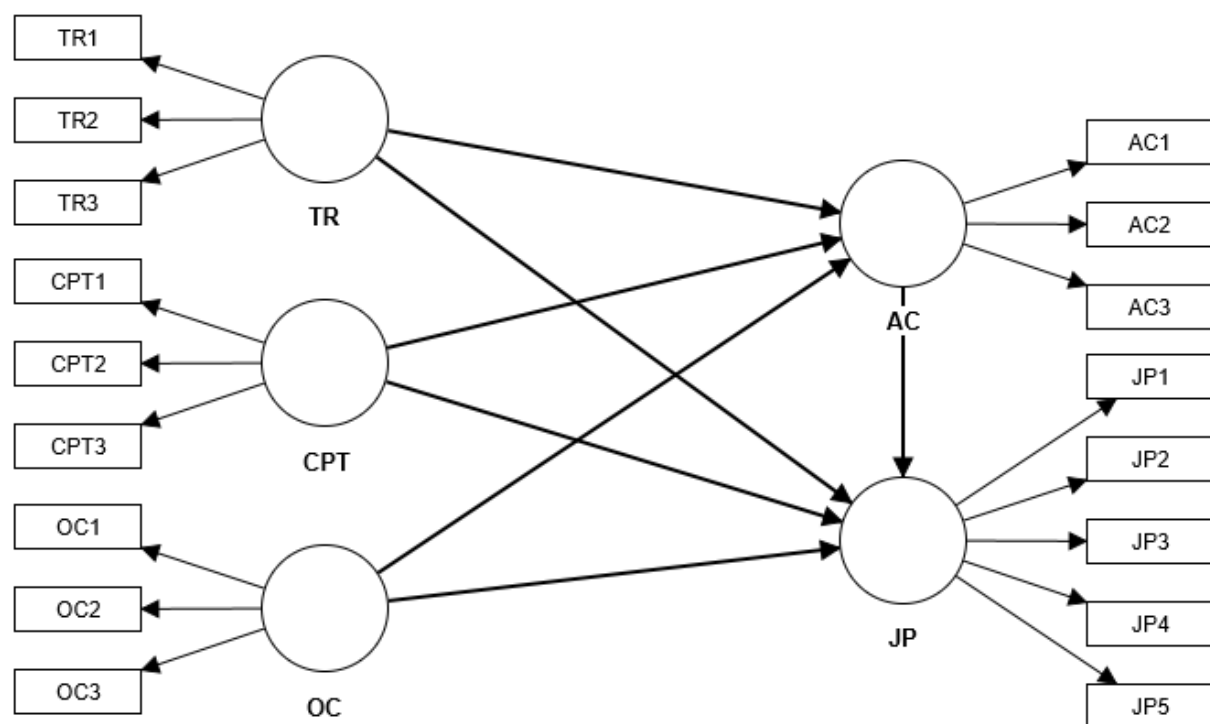


Figure1. Research Models

3. Research Method

3.1 Data Collections

This study uses census techniques to obtain data. Self-administered questionnaires were used to describe each construct item in the conceptual model. Questionnaires (in Google Forms) were distributed online via social media to 200 respondents during one month of August. Respondents were determined by asking questions about the performance of members of the police. Respondents were Semarang Ungaran Police personnel.

Demographic results show an almost equal ratio between men (80 percent) and women (20 percent) of the total respondents. Based on age, most of the respondents were in the age group 31-35 (35 percent), then the age group 17-25 (10 percent), the age group 26-30 (30 percent), and the age group above 35 (25 percent). This shows that the majority of respondents are of mature age in terms of organizational performance. 55% percent are high school graduates, 5% diploma, 20% are undergraduate and 5% are postgraduate. Based on the level of work experience, 55 percent of respondents have a working period of 0 to 5 years, respondents with a working period of 6 to 10 years 15 percent, then respondents with a working period of 11 to 15 years 10 percent and respondents with a working period of more than 15 years 20 percent. All respondents (100 percent) know about the performance of the Police organization

3.2 Research Instrument and Measurement

The questionnaire in this study used a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). In it, there are respondents' instruments which include gender, age, level of education, and years of service. Instruments from several previous studies were adopted to develop the questionnaire. The training uses three indicators modified from previous research (Setiawan, 2021) which consist of training program material, learning principles, accuracy, and suitability of facilities. Competence uses three indicators (Wong et al., 2014) which consist of high skills, consistency, and earnestness in carrying out tasks. The adopted organizational culture refers to (Setiawan, 2021) namely thinking strategically, being trustworthy, and being science basic. Affective commitment is measured by adopting Allen and Meyer (1991); Setiawan (2021) with three indicators which consist of feeling emotionally attached to the organization, feeling like part of the organizational family, and the organization having an important meaning. Finally, Job performance uses 5 indicators which include integrity, professionalism, innovation, transparency, and productivity (Setiawan et al., 2021).

3.3 Data Analysis

This study applies the SEM-PLS analysis technique by considering that this is a comprehensive multivariate approach to statistical analysis that can simultaneously examine every relationship between constructs in the conceptual model, including measurements and structural components (Hair et al., 2019). The measurement model and the structural model are the two sub-models in this SEM-PLS measurement and analysis (Hair et al., 2019). The measurement model includes outer loading with a cut-off value of 0.6 or more and an average variance extract (AVE) which is valid and acceptable when the value is 0.5 or more (Hair et al., 2019). This reliability value refers to composite reliability with a minimum recommendation of 0.7 and a maximum of 0.9 to obtain reliable data (Hair et al., 2019). The measurement model evaluates the reliability and validity of the reflective construct, while the structural model evaluates the coefficient R², and path coefficients (Hair et al., 2019).

4. Results and Discussion

4.1. Results

Measurement Model

First, the measurement model tests the reliability and validity of the constructs. The table below presents the results of outer loading for all items with a cut-off value above 0.7 (Hair et

al., 2017). The results showed that all composite reliability and AVE values were higher than the cut-off values, with 0.7 and 0.5 respectively, which means that the construct reliability and validity were valid and acceptable (See Table 1) (Hair et al. ., 2017). Furthermore, the Fornell-Larcker criterion tests discriminant validity, resulting in all latent variables having higher and greater values than the indicators (See Table 2) (Fornell and Larcker, 1987). Based on the criteria previously described, this measurement model is accepted.

Table 1. Loading, Composite Reliability, AVE

Construct/Item	Loading	Composite Reliability	AVE
Training		0.919	0.792
TR1	0.885		
TR2	0.918		
TR3	0.866		
Competence		0.774	0.534
CPT1	0.687		
CPT2	0.733		
CPT3	0.769		
Organizational Culture		0.853	0.663
OC1	0.670		
OC2	0.799		
OC3	0.948		
Affective Commitment		0.883	0.719
AC1	0.929		
AC2	0.906		
AC3	0.688		
Job Performance		0.877	0.593
JP1	0.882		
JP2	0.878		
JP3	0.679		
JP4	0.627		
JP5	0.749		

Table 2 Discriminant Validity

	AC	CPT	JP	OC	TR
Affective Commitment	0.8478				
Competence	0.5725	0.7306			
Job Performance	0.9477	0.6192	0.7698		
Organizational	0.6691	0.6996	0.7416	0.8140	

Culture					
Training	0.5473	0.5270	0.6283	0.6661	0.8898

Note: AC: Affective Commitment, CPT: Competence, JP: Job Performance OC: Organizational Culture, TR: Training.

Structural Model

Before testing the structural model, the inner model was tested using Goodness of Fit (GoF) analysis to determine whether the proposed model meets the criteria of validity and reliability and is suitable for further structural analysis (Tenenhouse et al., 2005). GoF consists of the R² value obtained from the average value of AVE and R² (Hair et al., 2019). The GoF value has the criteria of small (0.10 - 0.24), medium (0.25 - 0.35), and large (0.36) (Hair et al., 2019). The GoF value in this research model is 0.682 > 0.465, including the major criteria. This means that all aspects of the model-forming variables used in this study have good quality and good data suitability in explaining the hypothetical model (see Table 3).

Table 3 Goodness of Fit			
Variable	AVE	R ²	Q ²
Training	0.792		
Competence	0.534		
Organizational Culture	0.663		
Affective Commitment	0.719	0.484	0.466
Job Performance	0.593	0.924	0.585
Average Score	0.660	0.704	
AVE x R ²		0.465	
GoF = $\sqrt{(AVE \times R^2)}$		0.682	

Evaluation of the inner model uses the R² interpretation to measure its accuracy. Training, competence, and organizational culture variables affect affective commitment by 0.484 (48.4 percent). Job performance variables are influenced by training, competence, organizational culture, and affective commitment of 0.924 (92.4 percent) while the rest is influenced by other factors (see Table 3).

The next discussion is hypothesis testing. The test results show that training has a positive and significant effect on affective commitment (0.162; p-value 0.016) so H1 is accepted. Competence has a positive and significant effect on affective commitment (0.185; p-value 0.020), and organizational culture (0.432; p-value 0.000), so hypotheses H2 and H3 are accepted. The training variable has a positive and significant relationship with job performance (0.094; p-value 0.000) so the H4 hypothesis is accepted. Competence has a positive but not significant effect on job performance (0.023; p-value 0.516), so the H5 hypothesis is rejected. Furthermore, organizational culture has a positive and significant relationship with job performance (0.131; p-value 0.000), so hypothesis H6 is accepted. Affective commitment has a positive and significant effect on job performance (0.797; p-value 0.000), so hypothesis H7 is accepted. Affective commitment can mediate the effect of training on job performance (0.129; p-value 0.015), so hypothesis H8 is accepted. Affective commitment can mediate the influence of competence on job performance (0.147; p-value 0.020), and organizational culture (0.344; p-value 0.000), so that hypotheses H9 and H10 are confirmed (see Table 4).

Table 4 Hypotheses Testing

Hypotheses	β	t-value	p-value	Result
H1 Training -> Affective Commitment	0.162	2.425	0.016	Accepted
H2 Competence -> Affective Commitment	0.185	2.338	0.020	Accepted
H3 Organizational Culture -> Affective Commitment	0.432	5.952	0.000	Accepted
H4 Training -> Job Performance	0.094	3.591	0.000	Accepted
H5 Competence -> Job Performance	0.023	0.651	0.516	Rejected
H6 Organizational Culture -> Job Performance	0.131	3.972	0.000	Accepted
H7 Affective Commitment -> Job Performance	0.797	35.933	0.000	Accepted
H8 Training -> Affective Commitment -> Job Performance	0.129	2.442	0.015	Accepted
H9 Competence -> Affective Commitment -> Job Performance	0.147	2.340	0.020	Accepted
H10 Organizational Culture -> Affective Commitment -> Job Performance	0.344	5.904	0.000	Accepted

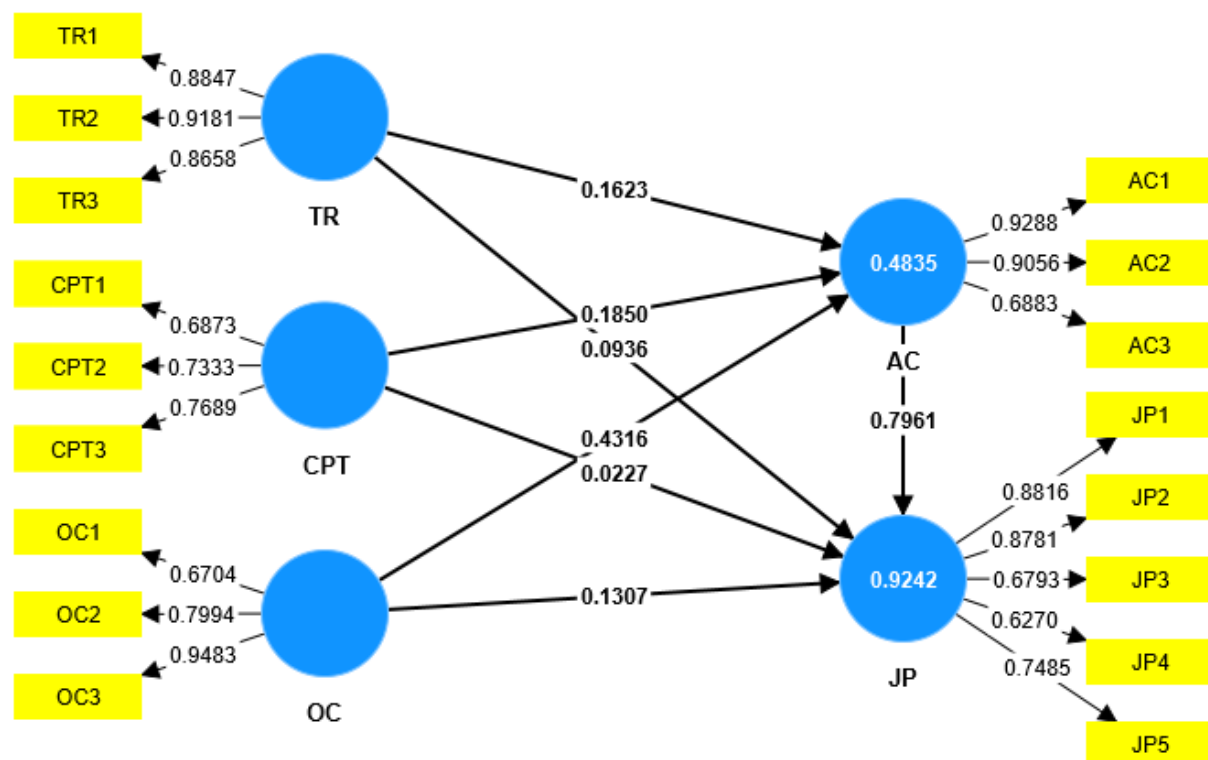


Figure2. Research Model

4.2. Discussion

This study is to examine the role of affective commitment in mediating the influence of training, competence, and organizational culture on job performance. This model is suitable for predicting affective commitment and job performance based on the results of the R square and GoF values on the satisfactory criteria. All aspects of the model forming variables used in this study have good quality and good data suitability in explaining the hypothetical model. Although there have been many studies related to the affective commitment model in

mediating the effects of training, commitment, and organizational culture on job performance, this research has been tested and confirmed to explain the increase in job performance through the mediating role of affective commitment.

Training variable has a positive and significant effect on affective commitment. That is, training is an important factor in being able to increase the affective commitment of police personnel. These results support previous research in the context of increasing existing commitment in an organization (Newman et al., 2011; Yang et al., 2012, Setiawan et al., 2021). which states that training has an impact on strengthening employee commitment.

Second, competence has a positive and significant effect on affective commitment. That is, the competence of police personnel is an important factor in an organization where the competence of police personnel can increase the affective commitment of police personnel. These results support previous research in the context of the influence of competence on commitment (Yamao and Sekiguchi, 2015; Lotunani et al., 2014, Setiawan et al., 2021) which states that competence is able to increase employee commitment.

Third, organizational culture has a positive and significant effect on affective commitment. That is, organizational culture is an important factor that can increase the affective commitment of police personnel. These results support previous research in the context of increasing affective commitment through organizational culture (Pinho et al., 2014; Shim et al., 2015, Setiawan et al., 2021) which states that organizational culture has an impact on strengthening employee commitment.

Fourth, training has a positive and significant effect on job performance. This means that training is an important factor in an organization to improve the job performance of existing police personnel. The results of this study support previous research in terms of increasing job performance through training (Assem and Dulewics, 2014; Sharma, 2014; Lloret, Sánchez, and Hernández, 2016) which states that job performance can be increased through training provided.

Fifth, competence has a positive but not significant effect on job performance. This means that the high competence of police personnel is not able to increase the job performance of existing police personnel. Police personnel who are already permanent employees where are in a safe zone as employees are not able to have an impact on strengthening job performance. The results of this study are supported by those who state that competence does not affect job performance (Kurniasari, 2018).

Sixth, organizational culture has a positive and significant influence on job performance. This means that organizational culture is an important factor in an organization to improve the job performance of existing police personnel. The results of this study support previous research in terms of increasing job performance through organizational culture (Murphy et al., 2013; Shahzad et al., 2013; Risianto, 2018, Setiawan et al., 2021) which states that increasing job performance can be increased through organizational culture.

Seventh, affective commitment has a positive and significant influence on job performance. This means that affective commitment is an important factor in an organization to improve the job performance of existing police personnel. The results of this study support previous research in terms of increasing job performance which is influenced by commitment (Tsai et al ., 2010; Kim and Brymer, 2011; Gelderen and Bijk, 2011; Fu and Desphade, 2014, Setiawan et al., 2021) which states that the increase in job performance can be increased through affective commitment.

Eighth, affective commitment can mediate the effect of training on job performance. This means that affective commitment is an important factor in an organization to increase the influence of training on job performance. The results of this study support previous research in terms of the mediating role of affective commitment in increasing the effect of training on job performance (Kurniasari, 2018; Setiawan et al., 2021) which states that high affective commitment can increase the influence of training that has been given on job performance.

Ninth, affective commitment can mediate the effect of competence on job performance. This means that affective commitment is an important factor in an organization to increase the influence of competence on job performance. The results of this study support previous research in terms of the mediating role of affective commitment in increasing the influence of competence on job performance (Kurniasari, 2018; Setiawan et al., 2021) which states that high affective commitment can increase the influence of competence possessed by police personnel on job performance.

Tenth, affective commitment can mediate the effect of organizational culture on job performance. This means that affective commitment is an important factor in an organization to increase the influence of organizational culture on job performance. The results of this study support previous research in terms of the mediating role of affective commitment in increasing the influence of competence on job performance (Kurniasari, 2018; Setiawan et al., 2021) which states that high affective commitment can increase the influence of organizational culture owned by police organizations on job performance.

Managerial Implications

Based on direct testing of training, competence, and organizational culture influence job performance. These results are also supported by the path coefficient which shows a positive and significant effect. Thus, to increase affective commitment, aspects of the training that has been given, the competence of personnel, and the existing organizational culture within the organization must be maximized and improved. Police management can improve training by providing appropriate materials. In addition, they can also increase the competence of personnel such as knowledge, skills, and abilities to improve the job performance of the personnel they have. Management can also be organizational culture such as thinking strategically, being trustworthy, and basic science so that personnel has high performance.

Meanwhile, training, organizational culture, and affective commitment have a positive and significant effect on job performance. These results are also supported by the path coefficient which shows a positive and significant effect. Thus, to increase the job performance of members of the Ungaran Semarang Police, aspects of training, organizational culture, and affective commitment of the organization must be maximized and improved. Ungaran Semarang Police management can improve the training that has been given, the organizational culture that has been created, and the effective commitment of personnel members.

Limitations and Future Research

This research has provided an understanding of the role of affective commitment in mediating the influence of training, competence, and organizational culture on job performance. Despite its valuable implications, this research still has some limitations. First, the competence variable has no impact on job performance, so future testing is needed with a different object or a wider sample. Future research can assist in analyzing its effect on job

performance. Second, this research is limited to respondents at the Ungaran Semarang Police. Results will be different in other agencies with different characteristics. The context of one agency can also be extended to other agencies to compare the job performance of police officers.

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