



The Effect Of Organizational Culture And Knowledge Management On Organizational Performance Through Organizational Commitments As A Mediation Variable At The Financial Center Of The State Police Of The Republic Of Indonesia

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Abstract

This study aims to determine and examine: 1) the influence of organizational culture on the organizational performance of the Financial Center of the State Police of the Republic of Indonesia partially, 2) the influence of knowledge management on the organizational performance of the Financial Center of the State Police of the Republic of Indonesia partially, 3) the influence of organizational commitment on the organizational performance of the Financial Center Partially, the influence of organizational culture on the organizational commitment of the Financial Center of the State Police of the Republic of Indonesia partially, 5) the influence of knowledge management on organizational commitment of the Financial Center of the State Police of the Republic of Indonesia partially, and 6) the influence of organizational culture and knowledge management on organizational performance Indonesian National Police Financial Center through organizational commitment variable. Research as many as 98 respondents. The sampling technique used is simple random sampling technique. The data analysis method used descriptive analysis and path analysis. The results show that: 1) there is a partial influence of organizational culture on the organizational performance of the Financial Center of the State Police of the Republic of Indonesia, 2) there is a partial influence of knowledge management on the organizational performance of the Financial Center of the State Police of the Republic of Indonesia, 3) there is an influence of organizational commitment on the organizational performance of the Financial Center The Indonesian National Police partially, 4) there is an influence of organizational culture on the organizational commitment of the Financial Center of the State Police of the Republic of Indonesia partially, 5) there is the influence of knowledge management on the organizational commitment of the Financial Center of the State Police of the Republic of Indonesia partially, and 6) there is no influence of organizational culture and management knowledge of the organizational performance of the Financial Center of the State Police of the Republic of Indonesia through organizational commitment variables.

Keywords: Organizational Culture, Knowledge Management, Organizational Commitment, Organizational Performance

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I. Introduction

According to Kaplan and Norton (1992) organizational performance should be measured not only in terms of financial but also non-financial concepts. Performance can be measured from productivity, quality, consistency and so on. On the other hand, organizational performance measures the results, behavioral and normative, educational and resulting concepts including management development (Richard, 2002).

Noe, et al (2007) explained that to obtain maximum organizational performance, a company needs employees who have maximum individual job performance as well. HR has a dominant role in processing resources and materials so that they become products through their policies, therefore to improve performance, it is necessary to get sufficient attention so that HR can work efficiently and produce performance that can contribute to organizational productivity.

In an effort to obtain optimal performance, many studies have attempted to identify various factors that affect individual performance and organizational performance, such as Brahmasari and Suprayetno, (2008); Murty, Hudiwinarsih (2012); Soedjono (2005); Biantoro (2002).

According to Richard et al (2009) organizational performance is the thing produced by the organization which includes results (outcomes), namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance (product market performance) such as expanding market share, and sales. In addition, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder.

In some areas organizational performance can also be measured from other things such as strategic plans, operations, finance, legal and organizational development. Developing an institution or organization is a must to survive in the world's competitive climate.

The goal of productivity is related to the development of the organization (Shrestha, 2005). Small organizations have a desire to continue to grow and become big. The organization that develops is in order to commend the development itself.

Measuring organizational performance according to the PBM GIS concept (The Performance-Based Management Special Interest Group) is by monitoring and reporting the programs being implemented, and paying attention to the goals achieved. Performance is measured based on the process of activities in the program that is run, the products produced, and the services produced.

Organizational performance is influenced by various factors including organizational culture, knowledge management and organizational commitment. Gibson, quoted by Wibowo (2016; 15), organizational culture is what employees feel and how these perceptions create patterns, beliefs, values, and expectations. Furthermore, Mangkunegara (2005; 133) organizational culture is a set or assumption or system of beliefs, values and norms developed in an organization that is used as a behavioral guide for its members to overcome problems of external adaptation and internal integration, Armstrong (2005) organizational culture or corporal is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but shape and determine the way people (people) behave and get things done.

Robbins (2000) suggests that organizational culture as the dominant values disseminated within the organization is used as an employee work philosophy that becomes a guide for organizational policies in managing employees and consumers. According to Robbins (2000) a strong organizational culture is a culture in which the organization's core values are held intensively and widely shared by members of the organization.

Knowledge management can affect organizational performance. Knowledge management is a series of activities used by organizations or companies to identify, create, explain, and distribute knowledge to be reused, known, and studied within the organization. These activities are usually related to organizational objectives and are aimed at achieving a specific outcome such as shared knowledge, improved performance, competitive advantage, or higher levels of innovation.

This knowledge management concept includes the management of human resources (HR) and information technology (IT) in order to achieve a better corporate organization so that it can win business competition. The development of information technology does play an important role in the concept of knowledge management. Almost all activities of human life will be colored by the mastery of information technology, so when talking about knowledge management can not be separated from management.

This development shows the increasingly rapid changes in all areas of life, as a result of the effects of globalization and the very accelerating development of information technology. This condition has clearly resulted in the need for new ways of responding to all that is happening in order to survive. The emphasis on the increasing importance of the quality of human resources (HR) is one response in responding to these changes, and this of course requires efforts to improve and develop human resources.

In connection with this, the role of science becomes increasingly prominent, because only with knowledge can all changes that occur can be properly addressed. This means that education plays an important role in preparing qualified and competitive human resources. The tight competition globally, especially in the economic field, has made business organizations rethink their business management strategies, and qualified human resources with mastery of knowledge are important choices that must be made in this context.

Another factor that influences organizational performance is organizational commitment. According to Cherrington (2000) organizational commitment as a personal value, which is sometimes referred to as an attitude of loyalty to the company. Robbins (2003) suggests that organizational commitment is an attitude that reflects feelings of liking or disliking the organization where they work.

Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization as indicated by the individual's acceptance of the values and goals of the organization and has a desire to be affiliated with the organization and a willingness to work hard for the organization so as to make individuals feel at home and want to stay in the organization for the sake of achievement of organizational goals and sustainability.

II. Literature Review

1. Organizational Culture

Drucker quoted by Tika (2010) the organizational culture is the body of solution to external and internal problems, s that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about and feel in relation to those problems” (organizational culture is the subject of solving external and internal problems which are carried out consistently by a group which then bequeaths it to new members as the right way to understand, think, and feel about related problems).

Meanwhile, Wibowo (2016), defines organizational culture as what employees feel and how this perception creates patterns, beliefs, values, and expectations. Furthermore, Mangkunegara (2005) organizational culture is a set or assumption or system of beliefs, values and norms developed in an organization that is used as a behavioral guide for its members to overcome problems of external adaptation and internal integration, Armstrong (2005) organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but shape and determine the way people (people) behave and get things done.

The classification or dimensions of organizational culture according to Greenberg and Baron (1997), and Robbins (2007), namely;

- a. Innovation and risk taking, namely the degree to which organizational members are encouraged to innovate and dare to take risks.
- b. Attention to detail, namely the degree to which members of the organization show careful analysis and attention to detail.
- c. Orientation to people/individuals is the degree to which decision making takes into account its impact on outcomes on people within the organization.

2. Knowledge Management

Management is a process to organize something that is done by a group of people or organizations to achieve organizational goals by working together to utilize the resources they have.

Etymologically the word management is taken from the old French language, namely management, which means the art of organizing and implementing. Management can also be defined as an effort to plan, coordinate, organize and control resources to achieve goals efficiently and effectively. Effective in this case is to achieve the goals according to planning and efficient to carry out the work correctly and organized.

According to Handoko (2001), there are three main reasons why management is needed:

- a. Management is needed so that personal and organizational goals can be achieved
- b. Next, management is also needed to maintain a balance between the conflicting goals, objectives and activities of those who have an interest in the organization.
- c. Management is needed to achieve efficiency and effectiveness of an organization's work

A growing organization requires management in several ways; includes strategic management, human resource management, production, marketing, and other management. Davidson and Voss (2002) define knowledge management as a system that enables companies to absorb knowledge, experience, and creativity, a process that provides a way for companies to identify key intellectual assets. According to Soleh (2011) the indicators of knowledge management are:

- a. Knowledge identification is the desire of a person or a group to be the same as others. Another meaning is wanting to find common knowledge and unlimited information.
- b. Knowledge creation, i.e. building well-organized practices to manage the organization in order to develop it
- c. Knowledge sharing, is an important process in the progress of today's organizations, because it spreads intellectual capital for the entire organization, in order for the gains generated by individuals or groups to carry out new and useful innovations.
- d. The use of knowledge, is the use of a result that has been searched for, created, then shared with each other so as to make it easier to obtain the right information at the right time for the smooth performance of the organization.

3. Organizational Commitment

According to Cherrington (2000) organizational commitment as a personal value, which is sometimes referred to as an attitude of loyalty to the company. Robbins (2003) suggests that organizational commitment is an attitude that reflects feelings of liking or disliking the organization where they work.

Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization as indicated by the individual's acceptance of the values and goals of the organization and has a desire to be affiliated with the organization and a willingness to work hard for the organization so as to make individuals feel at home and want to stay in the organization for the sake of achievement of organizational goals and sustainability. Meyer and Allen (1993) suggest three components of organizational commitment:

- a. Affective Commitment, occurs when employees want to be part of the organization because of an emotional bond or feel they have the same values as the organization.
- b. Continuance Commitment, namely the individual's willingness to remain in the organization because they cannot find another job or because of certain economic rewards.
- c. Normative Commitment, arising from employee values. Employees remain members of the organization because there is an awareness that being committed to the organization is something that should be done.

4. Organizational Performance

Understanding organizational performance refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on indicators of success that have been implemented. As a result, it will be known that an employee belongs to a certain work level. The level can be various terms. Performance can be classified as over-target, on-target or under-targeted. Departing from the things referred to as a whole for the work of an employee. Understanding organizational performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2010:60). Mangkuprawira (2009:218-219) says that performance is a matter, or the level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been determined agreed together.

According to Dwiyanto (2008: 50), there are several indicators used to measure the performance of the public bureaucracy, namely as follows:

a. Productivity

The concept of productivity does not only measure the level of efficiency, but also effectiveness. Productivity is generally understood as the ratio between inputs and outputs. The concept of productivity was deemed too narrow and then the General Accounting Office (GAO) tried to develop a broader productivity measure by including how much the public service had the expected results as an important performance indicator.

b. Service quality.

The main data source of service quality is obtained from service users or the community in assessing service quality. The issue of service quality tends to become increasingly important in explaining the performance of public service organizations. Many negative views that are formed about public organizations arise because of public dissatisfaction with the quality of services received from public organizations.

c. Responsiveness

Responsiveness is the organization's ability to recognize the needs of the community to set service priorities, as well as the development of public service programs in accordance with the needs and aspirations of the community. Responsiveness is included as one of the performance indicators because responsiveness directly describes the ability of a public organization to carry out its mission and goals, especially to meet the needs of the community. Low responsiveness is indicated by the misalignment between services and community needs. This clearly shows the failure of the organization in realizing the mission and goals of public organizations.

d. Responsibility

Responsibility explains whether the implementation of the activities of a public organization is carried out in accordance with correct administrative principles or in accordance with organizational policies. This can be assessed from the analysis of documents and reports of organizational activities by matching the implementation of organizational activities and programs with organizational procedures and provisions within the organization.

e. Accountability

Public accountability refers to how much the policies and activities of public organizations are subject to public officials elected by the people. The assumption is that these political officials are elected because they are elected by the people, by themselves will always represent the interests of the people. In this context, the basic concept of public accountability can be used to see how much the policies and activities of public organizations are consistent with the will of the public at large. The performance of public organizations can not only be seen from internal measures developed by public or government organizations, such as the achievement of targets. Performance should be assessed from external measures, such as values and norms prevailing in society.

III. Research Methods

Research Time and Location

The research will be carried out in 2 stages, namely the first stage is data collection of research subjects, and the second stage is data processing and analysis and thesis preparation. Data collection will be carried out in May 2021. Meanwhile, data processing and analysis as well as thesis preparation will be carried out from July to September 2021. Data collection will be carried out at the Indonesian National Police Finance Headquarters.

Research Design

This study uses an explanatory research approach, namely "research that explains causal relationships and examines the relationship between several variables through testing or explanatory research" (Singarimbun and Effendi, 2008). So in this study, each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

Population and Sample

The population used in this study were employees at the Indonesian National Police Finance Headquarters. The total number of civil servants is 130 people. The sampling technique used is simple random sampling, which is said to be simple (simple) because the sampling of members of the population is done randomly without showing the strata that exist in the population. According to Sugiyono (2008: 118), the sample is a part of the whole and the characteristics possessed by a population. Based on this opinion, the number of samples in the study using the formula from Yamane in Sugiyono (2009: 119), the number of samples in this study was 98 respondents.

Data Collection Technique

To obtain a concrete and objective data, it is necessary to conduct research on the problem being studied. In this study using a questionnaire method or a questionnaire is a number of questions/written statements used to obtain information from respondents. The researcher uses this method to find data that is directly related to the condition of the subject in the form of the influence of organizational culture and knowledge management on organizational performance through organizational commitment at the Indonesian National Police Finance Headquarters. While the source of data in the study is the subject from which the data can be obtained (Arikunto, 2010). In this study the authors used primary data sources. Primary data is data directly collected by researchers (or their officers) from the first source (Suryabrata, 1995). The primary data source is a questionnaire distributed to employees of the Indonesian National Police's Finance Headquarters.

Data Analysis Technique

So that the data that has been collected can be useful, it is necessary to do data analysis. "Data analysis is the process of processing data that has been collected, and interpreting the results of processing the collected data and the conclusions". (Priyatno, 2013). Then (Mas'ud, 2004) explained that "data analysis was carried out after data from the field was collected". Thus, it is concluded that data analysis needs to be carried out, as the next concrete step after data from the field is collected, and aims to process, and interpret the results of data processing and the conclusions. To facilitate data analysis activities, a method or data analysis method is needed. This research is a quantitative research with path analysis.

IV. Research Results And Discussion

1. Analysis of the Effect of Organizational Culture and Knowledge Management on Organizational Commitment

Based on the results of the analysis showed the value of R² (R Square) of 0.604. This R² value is used in calculating the coefficient value of e₁. The coefficient of e₁ is a variant of organizational commitment that is not explained by organizational culture and knowledge management.

2. Analysis of the Influence of Organizational Culture and Knowledge Management on Organizational Performance

The results of the regression analysis of the influence of organizational culture, knowledge management on organizational performance show the value of R² (R Square) of 0.644. This R² value is used in calculating the e₂ coefficient value. The e₂ coefficient is a variant of organizational performance that is not explained by organizational culture, knowledge management.

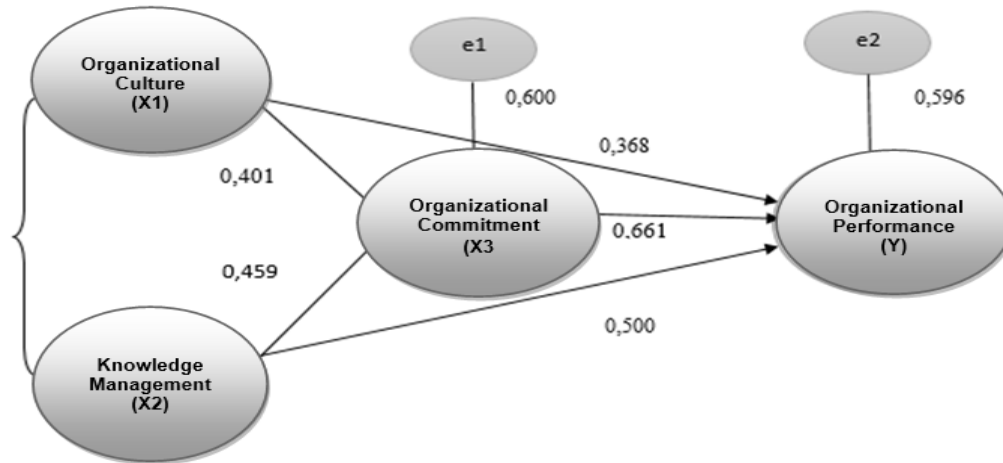


Figure 1. Path Analysis Model

Hypothesis Test

1. It is suspected that there is an influence of organizational culture on organizational performance

To find this out, it is necessary to use the t test. From the results of the analysis, it was found that the t-count value of the organizational culture variable was 4.789, while the t-table was 1.660. Thus, $t_{count} > t_{Table}$ ($4,789 > 1,660$) thus H_0 is rejected and H_1 is accepted at the real level. This gives the conclusion that organizational culture has an effect on organizational performance.

2. It is suspected that there is an influence of knowledge management on organizational performance

The results of the t-test for the knowledge management variable obtained a t-count = 5.483 and a t-table of 1.660. This means that $t_{count} > t_{table}$ ($5,483 > 1,660$) which means H_0 is rejected and H_1 is accepted. This gives the conclusion that knowledge management has an effect on organizational performance

3. It is suspected that there is an influence of organizational culture on organizational commitment

The results of the t-test for the organizational culture variable obtained the t-count = 4.857, and the t-table is 1.663. This means that $t_{count} > t_{table}$ ($4,857 > 1,660$), which means H_0 is rejected and H_1 is accepted. This gives the conclusion that organizational culture has an effect on organizational commitment. Thus the third hypothesis is tested and proven.

4. It is suspected that there is an influence of knowledge management on organizational commitment

To test the effect of knowledge management on organizational commitment, the t test was conducted. The following are the results of the t test based on Table 15.

The results of the t-test for the knowledge management variable obtained a t-count = 6.297, and a t-table of 1.660. This means that $t_{count} > t_{table}$ ($6,297 > 1,660$), which means H_0 is rejected and H_1 is accepted. This gives the conclusion that knowledge management has an effect on organizational commitment. Thus the fourth hypothesis is tested and proven.

5. It is suspected that there is an influence of organizational commitment on organizational performance

The results of the t-test for the organizational commitment variable obtained the t-count = 13,696, and the t-table was 1,660. This means that $t_{count} > t_{table}$ ($13,696 > 1,660$), which means H_0 is rejected and H_1 is accepted. This gives the conclusion that organizational commitment has an effect on organizational performance. Thus the fifth hypothesis is tested and proven.

6. It is suspected that there is an influence of organizational culture and knowledge management on organizational performance through organizational commitment

$$X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0.401 \times 0.661 = 0.265$$

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0.459 \times 0.661 = 0.303$$

In the organizational culture variable, the indirect influence value is obtained from the path coefficient value $x3x1$ multiplied by the path coefficient value $yx3$ of 0.265. The direct influence of organizational culture on organizational performance is 0.368. The results of the analysis show that the value of the coefficient of indirect influence is smaller than the value of the coefficient of direct influence. In the organizational

commitment variable, the indirect influence value is obtained from the path coefficient value x_3x_2 multiplied by the path coefficient value yx_3 of 303. The direct effect of knowledge management on organizational performance is 0.500. The results of the analysis show that the value of the coefficient of indirect influence is smaller than the value of the coefficient of direct influence. This shows that organizational commitment cannot mediate, namely organizational culture and knowledge management in influencing organizational performance.

Table 1. Path Coefficients of Direct Effects, Indirect Effects, and Total Effects of Organizational Culture, Knowledge Management, Organizational Commitment and Organizational Performance

Variable	Cpefficient Parth	Effect			R ²	Adjusted R Square	F
		Direct	Indirect	Total			
Organizational Culture (X ₁)	0,368	0,368	0,265	0,666	-	-	
Knowledge Management (X ₂)	0,500	0,661	0,303	0,762	-	-	
Organizational Commitment (X ₃)	0,661	0,661	-	-	-	-	
Organizational Performance (Y)	-	-	-	-	-	-	
Coefficient e ₁	0,600	-	-	-	-	-	
Coefficient e ₂	0,596	-	-	-	-	-	
X ₁ , X ₂ , X ₃	-	-	-	-	0,604	0,596	72.530
X ₁ , X ₂ , Y	-	-	-	-	0,644	0,636	85.753

Source: Processed primary data, 2021

V. Discussion

1. The Influence of Organizational Culture on Organizational Performance at the Financial Headquarters of the Indonesian National Police

The organizational culture variable was measured using eight indicators, namely innovativeness, detail, result orientation and employee orientation. Organizational performance variables were measured using five indicators, namely productivity, service quality, responsiveness, responsibility and accountability.

Based on the description analysis, the indicators that provide the greatest support for the formation of organizational culture variables are the indicators of detail/paying attention to, namely paying attention to each problem in detail in doing work and work carried out with accuracy in doing work. Based on the description analysis, the indicator that provides the greatest support for the formation of the organizational commitment variable is continuance commitment, namely the willingness of individual employees to remain in the organization of the Indonesian National Police Financial Center and working at the Indonesian National Police Financial Center Office has felt comfortable.

Based on the results of the path analysis, it shows that organizational culture has an impact on improving organizational performance at the Indonesian National Police Financial Center. The results of this study are in line with the results of research conducted by Irawan, Bastian, Hanifah (2018), Al Rosmaini Tasmin, Rumman (2020), Arfati (2017) and Megantoro (2017). Rejecting Abdullah's research, Arisanti (2010).

2. The Effect of Knowledge Management on Organizational Performance at the Indonesian National Police Financial Headquarters

Knowledge management variable is measured using four indicators, namely identification of knowledge gained, creation/adding of knowledge, sharing of knowledge and application of knowledge. Organizational performance variables were measured using five indicators, namely productivity, service quality, responsiveness, responsibility and accountability.

Based on the description analysis, the indicators that provide the greatest support for the formation of knowledge management variables are knowledge creation/addition, namely experience in the field of new knowledge for employees and training activities followed by employee knowledge management to explore new knowledge. Based on the description analysis, the indicator that provides the greatest support for the formation of the organizational commitment variable is continuance commitment, namely the willingness of individual employees to remain in the organization of the Indonesian National Police Financial Center and working at the Indonesian National Police Financial Center Office has felt comfortable.

Based on the results of path analysis, it shows that knowledge management has an impact on improving organizational performance at the Indonesian National Police Financial Center. The results of this study are in line with the results of research conducted by Irawan, Bastian, Hanifah (2018), Al Rosmaini Tasmin, Rumman (2020), Arfati (2017), Ashraf, Shahzad, Bashir, Majid Murad, Syed, and Riaz (2020) and Megantoro (2017).

3. The Influence of Organizational Culture on Organizational Commitment at the Financial Headquarters of the Indonesian National Police

The organizational commitment variable was measured using three indicators of affective commitment, continuance commitment, and normative commitment.

Based on the description analysis, the indicators that provide the greatest support for the formation of organizational culture variables are the indicators of detail/paying attention to, namely paying attention to each problem in detail in doing work and work carried out with accuracy in doing work. Based on the description analysis, the indicator that provides the greatest support for the formation of the organizational commitment variable is continuance commitment, namely the willingness of individual employees to remain in the organization of the Indonesian National Police Financial Center and working at the Indonesian National Police Financial Center Office has felt comfortable.

Based on the results of the path analysis, it shows that organizational culture has an impact on increasing organizational commitment at the Indonesian National Police Financial Center. The results of this study are in line with the results of research conducted by Bantam, Nugraha, Sa'adah (2016), Ayal, Tewal, Trang (2019).

4. The Effect of Knowledge Management on Organizational Commitment at the Indonesian National Police Financial Headquarters

Based on the description analysis, the indicators that provide the greatest support for the formation of knowledge management variables are knowledge creation/addition, namely experience in the field of new knowledge for employees and training activities followed by employee knowledge management to explore new knowledge. Based on the description analysis, the indicator that provides the greatest support for the formation of the organizational commitment variable is continuance commitment, namely the willingness of individual employees to remain in the organization of the Indonesian National Police Financial Center and working at the Indonesian National Police Financial Center Office has felt comfortable.

Based on the results of the path analysis, it shows that knowledge management has an impact on increasing organizational commitment to the Indonesian National Police Financial Center. The results of this study are in line with the results of research conducted by Bantam, Nugraha, Sa'adah (2016).

5. The Effect of Organizational Commitment on Organizational Performance at the Indonesian National Police Financial Headquarters

Based on the description analysis, the indicator that provides the greatest support for the formation of the organizational commitment variable is continuance commitment, namely the willingness of individual employees to remain in the organization of the Indonesian National Police Financial Center and working at the Indonesian National Police Financial Center Office has felt comfortable. Based on the results of the description analysis, the indicators that provide the greatest support for the formation of organizational performance variables are accountability, namely the transparency and accountability of the RI State Police Financial Center Reporting and accountability and accountability.

Based on the results of path analysis, it shows that organizational commitment has an impact on improving organizational performance at the Indonesian National Police Financial Center. The results of this study are not in line with the results of research conducted by Abdullah, Arisanti (2010).

6. The Influence of Organizational Culture and Knowledge Management on Organizational Performance Through Organizational Commitment at the Indonesian National Police Financial Headquarters

Based on the description analysis, the indicators that provide the greatest support for the formation of organizational culture variables are the indicators of detail/paying attention to, namely paying attention to each problem in detail in doing work and work carried out with accuracy in doing work.

Based on the description analysis, the indicators that provide the greatest support for the formation of knowledge management variables are knowledge creation/addition, namely experience in the field of new knowledge for employees and training activities followed by employee knowledge management to explore new knowledge.

Based on the description analysis, the indicator that provides the greatest support for the formation of the organizational commitment variable is continuance commitment, namely the willingness of individual employees to remain in the organization of the Indonesian National Police Financial Center and working at the Indonesian National Police Financial Center Office has felt comfortable.

Based on the results of the description analysis, the indicators that provide the greatest support for the formation of organizational performance variables are accountability, namely the transparency and accountability of the RI State Police Financial Center Reporting and accountability and accountability.

Based on the results of path analysis, it shows that organizational culture and knowledge management on organizational performance through organizational commitment do not have an impact on improving organizational performance at the Indonesian National Police Financial Center. The results of this study are in line with the results of research conducted by Arfati (2017), Ashraf, Shahzad, Bashir, Majid Murad, Syed, and Riaz (2020).

VI. Conclusions and Recommendations

Conclusion

Based on the results of the research analysis and discussion, it can be concluded as follows:

a. Based on Description Analysis:

1) Organizational Culture

Based on the description analysis, the indicators that provide the greatest support for the formation of organizational culture variables are the indicators of detail/paying attention to, namely paying attention to each problem in detail in doing work and work carried out with accuracy in doing work.

2) Knowledge Management

Based on the description analysis, the indicators that provide the greatest support for the formation of knowledge management variables are knowledge creation/addition, namely experience in the field of new knowledge for employees and training activities followed by employee knowledge management to explore new knowledge.

3) Organizational Commitment

Based on the description analysis, the indicator that provides the greatest support for the formation of the organizational commitment variable is continuance commitment, namely the willingness of individual employees to remain in the organization of the Indonesian National Police Financial Center and working at the Indonesian National Police Financial Center Office has felt comfortable.

4) Organizational Performance

Based on the results of the description analysis, the indicators that provide the greatest support for the formation of organizational performance variables are accountability, namely the transparency and accountability of the RI State Police Financial Center Reporting and accountability and accountability.

b. Based on Path Analysis:

1) Based on the results of path analysis, it shows that organizational culture and knowledge management have an impact on improving organizational performance at the Indonesian National Police Financial Center.

2) Based on the results of the path analysis, it shows that organizational culture and knowledge management have an impact on organizational commitment to the Indonesian National Police Financial Center.

3) Based on the results of the path analysis, it shows that organizational commitment has an impact on improving organizational performance at the Indonesian National Police Financial Center.

4) Based on the results of path analysis, it shows that organizational culture and knowledge management on organizational performance through organizational commitment do not have an impact on improving organizational performance at the Indonesian National Police Financial Center.

Suggestion

The research results are expected to be useful both theoretically and practically, namely:

a. For the development of science, it is hoped that this research can be useful for the development of science, especially HR management in the study of factors that affect organizational performance

b. For the author, it is hoped that this research can be a means of developing the skills the author has acquired in college.

c. This research is expected to be useful for the Indonesian National Police Financial Center in improving organizational performance by considering:

1) The results of this study are expected to be used as a contribution of thought for the Indonesian National Police Financial Center, by paying attention to organizational culture variables, especially for innovation indicators and employee orientation which give the lowest value to the formation of organizational culture variables, namely by means of organizations must strive to continue to innovate in their organizational activities. as well as new ideas from employees must be appreciated by the organization for the progress of the institution by paying attention to its employees to always work together so that organizational targets are achieved.

- 2) The results of this study are expected to be used as a contribution of thought for the Indonesian National Police Financial Center by paying attention to the knowledge management variable, especially for the various knowledge indicators that give the lowest value to the knowledge management variable, namely by means of the Leaders must be able to transfer knowledge / knowledge sharing knowledge obtained to can be applied among employees of the Indonesian National Police Finance Headquarters.
- 3) The results of this study are expected to be used as a contribution of thought for the Financial Center of the Indonesian National Police, by paying attention to the organizational commitment variable, especially for the normative commitment indicator which gives the lowest value to the organizational commitment variable, namely by means that all employees of the Indonesian National Police Financial Center are always loyal and loyal to the Republic of Indonesia always obey the rules of the organization, if not punished.
- 4) The results of this study are expected to be used as a contribution of thought for the Indonesian National Police Financial Center, by paying attention to organizational performance variables, especially for service quantity indicators that provide the lowest value on organizational performance variables, namely by providing high quality in work and employees must have high creativity high in work so as to support the achievement of organizational performance by participating in training.

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