



The Influence of Change Management, Organizational Commitment, and Supervision on the Integrity of Police Members in the Gorontalo Regional Police Department

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Abstract: This research aims to analyze the influence of change management, human resource quality, organizational commitment, and supervision on the integrity of police members in the Gorontalo Regional Police Department. The research population consists of 75 respondents using an incidental method. The analytical technique used to address the research problem and test hypotheses is multiple regression analysis with the assistance of Statistical Product Service Solution (SPSS) software. The findings of this research are as follows: (1) change management has a positive and significant influence on the integrity of police members, (2) organizational commitment has a positive and significant influence on the integrity of police members, and (3) supervision has a positive and significant influence on the integrity of police members.

Keywords: Change Management; Organizational Commitment; Supervision; Integrity

Introduction

Human resources are the primary driving force for the sustainability of an organization and are also key to achieving the established organizational goals (Madjidu et al., 2022). Human resources are individuals who are willing, eager, and capable of contributing valuable input to achieve common goals (Mooduto et al., 2022). Competent human resources have a significant impact on the progress of an organization because they can maximize performance. Integrity is closely related to performance, reflecting good results achieved by upholding honesty and moral values (Salwa et al., 2018). Furthermore, according to (Harmaily, 2019), employees with integrity are considered valuable assets to an organization.

In the context of policing, the integrity of police members serves as the primary foundation for building optimal performance and achievements for the organization. Effective integrity will result in police actions consistently grounded in rules and ethics. They will act consistently in accordance with the law, without discrimination, corruption, or abuse of power (Hardiyanto, 2020). The development process of integrity zones is a further step from the declaration of integrity zones that focuses on the implementation of

programs such as change management, streamlining of procedures, human resource management improvement, strengthening supervision, enhancing performance accountability, and improving the quality of public services in tangible forms. In the effort to build these integrity zones, there is the designation of work units (Satker) proposed as corruption free areas (WBM) and bureaucracy free serving areas (WBBM).

Various factors influencing the development of integrity include change management. Change management involves efforts to manage the consequences arising from changes within an organization (Sinaga & Aslami, 2022). Wibowo as cited in (Widayani, 2020) explains that change is a transformation from the current state to a better future condition in accordance with existing expectations. Furthermore, according to (Arifin, 2017), change management is a systematic process involving the application of knowledge, tools, and resources needed to influence individuals affected by the change so that they can adapt to it. The success of implementing change management in an organization heavily relies on the participation of all available resources, especially human resources, which are the primary strength of the organization. The close connection between human resources within an organization underscores the importance of human resource management as a key factor in achieving success. The management changes that occur have a significant impact on the integrity of employees in any organization, highlighting the importance of addressing this aspect in efforts to enhance the overall quality and performance of the organization.

Another crucial factor in enhancing the integrity of employees or police officers in their duties and organizations is organizational commitment. As stated by Jerald Greenberg and Robert A. Baron (2003), as cited in (Norawati et al., 2022) organizational commitment is the degree to which an individual is involved in the organization's affairs, with a strong desire to remain part of it, demonstrating loyalty, and committing to work to the maximum. Commitment is not merely words spoken by an employee in the organization. Beyond that, commitment must be reflected in tangible actions taken to support and advance the organization's vision and goals (Paulutu et al., 2021). Employees who have high organizational commitment to the organization demonstrate a willingness to maintain membership in the organization, accept the organization's values and goals, and are willing to strive hard for the achievement and sustainability of the organization's objectives.

Achieving integrity in every employee or police officer in carrying out their duties requires supervision. Supervision aims to ensure that job execution produces results efficiently and effectively, in line with previously established plans, thus achieving the desired goals optimally (Manurung, 2018). Supervision is a crucial mechanism to ensure that every police officer meets the required integrity standards in carrying out their duties. Supervision is not just about observing and reporting the results of supervision activities but also involves efforts to improve and adjust behavior to align with the established goals. Job supervision involves observation, evaluation, guidance, and imposition of sanctions by superiors on subordinates in a structured manner, conducted continuously and continuously. Its purpose is to ensure that work is carried out according to the established plans, policies, and orders, as well as to measure achievement and take corrective action if necessary. Through effective supervision by leaders, the integrity of police officers in

carrying out their duties can be enhanced in accordance with the standards set by the leadership and the organization.

Based on the description above, the objective of this research is to analyze the influence of implementing change management, organizational commitment, and supervision on the integrity of police members in the Gorontalo Regional Police.

Research Method

The population in this study consists of members of the Gorontalo Regional Police assigned to the Planning Bureau of the Gorontalo Regional Police. The total population in this study is 75 individuals. Due to the population size being less than 100, the sampling method used in this study is a census, where the entire population is included as the research sample. The analytical method employed is multiple regression analysis. This analysis is a method to explain and examine the relationship between independent variables and the dependent variable. The regression model equation is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

Where:

Y: Integrity

X1: Change Management

X2: Organizational Commitment

X3: Supervision

b0: Constant Value

b1, b2, b3: Regression Coefficients

Result and Discussion

Multiple Regression Analysis

The quantitative method employed in this study is using multiple linear regression analysis to analyze the influence of independent variables on the dependent variable. Based on the analysis results using SPSS, the following results are obtained as shown in the table below:

Table 1 Regression Equation Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.673	4.115		1.622	.109
Change Management	.262	.092	.269	2.836	.006
Organizational Commitment	.261	.093	.305	2.809	.006
Supervision	.353	.127	.308	2.781	.007

Based on Table 1, the regression equation obtained is:

$$Y = 6,673 + 0,269X_1 + 0,305X_2 + 0,308X_3.$$

From the equation above, it can be explained that the constant value (a) = 6.673, indicates that if change management (X_1), organizational commitment (X_2), and supervision (X_3) are all valued at 0, then integrity will remain constant at 6.673.

The regression coefficient for change management (b_1) = 0.269. This means that for every one-unit increase in the score of change management, there will be a corresponding increase in integrity by 0.269, assuming the other independent variables remain constant.

The regression coefficient for organizational commitment (b_2) = 0.305. This indicates that for every one-unit increase in the score of organizational commitment, there will be a corresponding increase in integrity by 0.305, assuming the other independent variables remain constant.

The regression coefficient for supervision (b_3) = 0.308. This means that for every one-unit increase in the score of supervision, there will be a corresponding increase in integrity by 0.308, assuming the other independent variables remain constant.

From the regression equation above, it can be inferred that the variable that has the most significant influence on integrity is the supervision variable (X_3).

Correlation Coefficient (R)

The calculation results yield the correlation coefficient (R) as follows:

Table 2 Correlation Test

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.735 ^a	0.540	.520	1.540	2.077
a. Predictors: (Constant), Supervision, Change Management, Organizational Commitment					
b. Dependent Variable: Integrity					

In Table 2, the correlation coefficient (R) is obtained as 0.735, a value close to 1, indicating a strong relationship between the independent variables and the dependent variable. Based on this score, it means that if change management (X_1), organizational commitment (X_2), and supervision (X_3) increase, it will be followed by an increase in the integrity of police members in the Planning Bureau of the Gorontalo Regional Police.

Coefficient of Determination Test (R^2)

The coefficient of determination is conducted to measure the ability of independent variables to explain the changes occurring in the dependent variable. The analysis results yield the correlation coefficient (R^2) as follows:

Table 3 Coefficient of Determination Test

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.735 ^a	0.540	.520	1.540	2.077
a. Predictors: (Constant), Supervision, Change Management, Organizational Commitment					
b. Dependent Variable: Integrity					

In Table 3, the coefficient of determination or R-Square (R^2) is 0.540 or 54%. This result indicates the ability of the independent variables, including change management (X1), organizational commitment (X2), and supervision (X3), to explain 54% of the variation in the increase in police members' integrity. The remaining 46% is explained by other variables not included in this research model.

T-test

This test is conducted to ensure the acceptance or rejection of the research hypothesis at the required significance level.

Table 4 Partial Significance Test

	Model	t-hitung	Sig.
1	Change Management	2.836	0.006
	Organizational Commitment	2.809	0.006
	Supervision	2.781	0.007

a. Dependent Variable: Integrity

From Table 4, it can be explained that the calculated t-value for the change management variable = 2.836 with a significance level of 0.006. This result indicates that the change management variable has a positive and significant partial effect on police members' integrity, thus the first hypothesis is accepted. The calculated t-value for the organizational commitment variable = 2.809 with a significance level of 0.006. This result indicates that the organizational commitment variable has a positive and significant partial effect on employee integrity, thus the second hypothesis is accepted. The calculated t-value for the supervision variable = 2.781 with a significance level of 0.007. This result indicates that the supervision variable has a positive and significant partial effect on employee integrity, thus the third hypothesis is accepted.

F-test (Fisher)

This test is performed by comparing the calculated F-value with the critical F-value. If the calculated F-value > the critical F-value, it is concluded that the independent variables (X) collectively can influence the dependent variable (Y), using a 95% degree of freedom or a significance level of $\alpha = 5\%$ (0.05). The results of the test can be seen in the following table:

Table 5 Simultaneous Significance Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	197.601	3	65.867	27.771	.000 ^b
	Residual	168.399	71	2.372		
	Total	366.000	74			

a. Dependent Variable: Integrity
b. Predictors: (Constant), Supervision, Change Management, Organizational Commitment

Simultaneous Influence Testing (F test) in Table 5 yielded an F-value of 27.771 with a significance value of 0.000, because $p < 0.05$. From these results, it can be concluded that collectively, change management (X1), organizational commitment (X2), and supervision (X3) have a positive and significant influence on integrity. Therefore, the fourth hypothesis is accepted.

Summary of Regression Coefficients

Table 6 Summary of Regression Analysis Results

Influence of Variable	Regression Coefficient (Beta)	Value (Sig)	Testing Result	Coefficient of Determination
$X_1 \rightarrow Y$	0,269	0,006	H ₁ accepted	0,540
$X_2 \rightarrow Y$	0,305	0,006	H ₂ accepted	
$X_3 \rightarrow Y$	0,308	0,007	H ₃ accepted	
Simultaneous	27,771	0,000	H ₄ accepted	

Discussion

Impact of Change Management on Integrity

Based on the results of multiple linear regression analysis, a regression coefficient of 0.269 for change management on integrity was obtained with a significance level of 0.006. This result indicates a positive and significant influence of change management on integrity. It shows that the management implemented within the Gorontalo Regional Police can enhance the integrity of police officers in performing their duties. Change management is a systematic process of applying knowledge, tools, and resources needed to influence change in individuals affected by the process. Change management emphasizes strategic activities aimed at achieving the best results from process changes. Change management has a systematic approach to dealing with change, both from an organizational perspective and at the individual level.

Change management or bureaucratic reform within the Indonesian National Police (Polri) up to the regional police level is carried out to improve and restore the good

reputation of the Indonesian National Police in the eyes of the public. The establishment of integrity zones is a program carried out by the leadership of the Indonesian National Police with the hope of regaining the public's trust in the existence of the Indonesian National Police. The gradual implementation of change management has been able to improve the integrity of police officers in carrying out their duties and serving the public.

The research findings consistently support the findings of previous studies (Sasono, 2020); (Pringgabayu et al., 2019) that the implementation of change management can improve performance. Change management is a concept that anticipates continuous improvement over time with the aim of finding accuracy and improvement by adapting to external environmental changes. In this study, change management within the Indonesian National Police (Polri) is carried out through bureaucratic reform with the goal of enhancing integrity zones towards Corruption Free Areas (WBK) and Clean and Service Oriented Bureaucracy Areas (WBBM) within the Indonesian National Police.

The Influence of Organizational Commitment on Integrity

Based on the results of multiple linear regression analysis, a regression coefficient of 0.305 for organizational commitment on integrity was obtained with a significance level of 0.006. This result indicates a positive and significant influence of organizational commitment on integrity. It shows that organizational commitment within the Gorontalo Regional Police can foster and enhance the integrity of police officers in performing their duties. Organizational commitment is an individual's commitment to identifying with a part of the organization. Organizational commitment is built on the trust of employees in organizational values, the willingness of employees to help achieve organizational goals, and loyalty to remain members of the organization. Therefore, organizational commitment will create a sense of belonging for employees towards the organization.

An individual's organizational commitment is demonstrated by their attachment to existing organizational values, which makes them happy to work, thereby improving their performance. An individual with high commitment is likely to see themselves as true members of the organization and perceive themselves as long-term members of the organization. Conversely, an individual with low commitment is more likely to see themselves as outsiders and may not want to see themselves as long-term members of the organization. A committed police officer indicates identification with organizational goals, a sense of being part of the organization, and loyalty. Committed police officers feel the value and importance of integrating individual goals with organizational unity.

The high level of organizational commitment exhibited by police officers towards the organization strengthens integrity in the execution of duties. Integrity is the alignment between what is said and what is done by an individual. Their actions align with moral demands and ethical principles, as well as comply with legal rules and do not harm public interests. Integrity refers to the trustworthy nature within a person, characterized by individual qualities such as honesty, trustworthiness, responsibility, maturity, politeness, willingness to behave well, and so forth.

This finding is consistent with the research of (Suryanto, 2021); (Bibiharta et al., 2018); (Febriati et al., 2020). However, it differs from the findings of (Ernawati, 2023) who found no significant but positive relationship between commitment and integrity. In this study, organizational commitment is associated with integrity, as the analysis results indicate that organizational commitment has a positive influence on the integrity of police officers. From these findings, it is evident that organizational commitment is a crucial variable in enhancing both performance and integrity of organizational members.

Influence of Supervision on Integrity

Based on the multiple linear regression analysis, the regression coefficient of supervision on integrity is 0.308 with a significance level of 0.007. This result indicates a positive and significant influence of supervision on integrity. It shows that the supervision implemented by leaders on members can enhance the integrity of police officers in performing their duties.

Supervision is an effort to ensure that actions are in line with what they should be. In practice, supervision involves comprehensive monitoring of activities by subordinates to ensure that superiors are aware of actual activities and that task execution does not deviate. The aim is to achieve the company's set goals. Therefore, company management must carry out activities such as inspection, checking, verification, inspection, and supervision, and take corrective actions as needed, as well as set and adjust standards related to goal achievement over time.

Vertical supervision is conducted by higher-ranking agencies/organizations over those at lower hierarchical levels. Meanwhile, horizontal supervision is carried out by other agencies or departments at the same hierarchical level.

In general, common violations committed by the Indonesian Police include the use of violence by police officers to obtain confessions or information from suspects during investigations. This violence can be physical, psychological, or legal. Another example of misconduct by police officers is extortion, which involves imposing fines unilaterally on violators of traffic regulations. Moreover, the police are also susceptible to corruption practices because their legal authority in controlling society can create opportunities for corrupt behavior by police officers.

Supervision is a systematic effort to establish standard performance in planning, design feedback information systems, compare actual performance with predetermined standards, determine whether deviations have occurred, and take necessary corrective actions to ensure that all organizational resources are used as effectively and efficiently as possible to achieve organizational goals. From this explanation, it can be understood that supervision is crucial in executing a plan. With supervision in place, the expected planning by management can be fulfilled and executed effectively.

The research findings consistently support the results of studies by (Y. Amelia et al., 2022), (N. Amelia, 2014), (Amiruddin, 2016) that supervision contributes to performance improvement. In this study, supervision is linked to integrity, and the analysis results show that supervision has a positive effect on the integrity of police officers. From these findings,

it can be understood that supervision is crucial for enhancing the integrity of organizational members. The establishment of the Integrity Zone (ZI) towards the Corruption-Free Zone (WBK) and Clean and Service-Oriented Bureaucracy (WBBM) in the Gorontalo Regional Police Environment is crucial. The Integrity Zone is a designation given to functional units whose leaders and members are committed to realizing WBK/WBBM through bureaucratic reform, particularly in efforts to prevent corruption and improve the quality of public services.

Conclusion

Based on the research findings presented earlier, the conclusion of this study is as follows. Change management (X1) has a positive and significant influence on the integrity of police officers in carrying out their duties. Bureaucratic reform is an important initial step in supporting the government's program to organize the Polri organization system well, effectively, and efficiently. Thus, the Polri can serve the public quickly, accurately, and professionally, in line with the principles of good governance and clean government. This contributes to the realization of a clean and corruption-free Polri apparatus, as well as to the improvement of police service excellence, capacity, and performance accountability. Organizational commitment (X2) also has a positive and significant influence on the integrity of police officers. The research results indicate that strong organizational commitment will increase the integrity of police officers in creating the desired integrity zone. Supervision (X3) also has a positive and significant influence on the integrity of police officers. Supervision conducted hierarchically by leaders can improve integrity zones at both organizational and individual levels. This will impact the realization of a clean and corruption-free police apparatus, as well as improve police service excellence, capacity, and performance accountability.

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