

# The Effect of Self-Leadership, Self-Ability, and Resilient on the Performance of Surabaya Satreskrim Police Investigators through Organizational Commitments as Intervening Variables

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**Abstract:** This study aims to prove and analyze the effect of self-leadership, self-ability and resilient on organizational commitment and performance of the investigators. The sample used is 90 respondents who are investigators in Satreskrim (Criminal Investigation Agency) in Surabaya division. The data was taken through a Survey technique with a questionnaire instrument and data were analyzed using PLS (Partial Least Square). The results of this study showed that the self-leadership, self-ability and resilient have significant effect on the investigator's commitment and performance, while commitment has a significant effect on investigator performance. This indicates that as an investigator, they must have self-leadership, self-ability, and high resilience, so that they can achieve the targets that have been set

**Keywords:** self leadership, self ability, resilient, organizational commitment, and performance of investigators

## INTRODUCTION

Surabaya is the second Metropolitan City after DKI Jakarta, which also a capital city of East Java Province. Its title works as a magnet for people to try their luck and seek their fortune in an effort to meet their needs. Therefore, Surabaya has become another busiest city with various kinds of complex problems.

Surabaya Criminal Investigation Unit (Satreskrim) is assigned by government to maintaining Harkamtibmas by providing excellent service to the Surabaya community, especially in area of investigations and inquiry. According to the report of the last 5 (five) years, the number of public reports (*total crime*) handled by Surabaya investigators division is increasing, although the process of solving cases (*clearance rate*) leave a large number of cases unresolved properly. Thus, without immediate evaluation the performance of investigators will impact the public trust in the performance of the Police as indicated by the

number of public complaints against the investigations carried out by the Surabaya Division.

The low number of cases resolved by the Surabaya Police Investigation Unit can be influenced by several factors, namely the number of cases/police reports from the community, the difficult cases, the position of the suspect/witness outside Surabaya, and evidence that has been lost, those will hinder the process of resolving cases by investigators of the Surabaya Police Investigation Unit (Chusnaini, et al., 2021)

The performance of Surabaya Police Investigation Unit in handling a case regardless of time, situation and condition cannot be separated from how the system works. The value that is internalized within individuals and organizational groups to work effectively, respond quickly in dealing with problems which closely dependent on the role of *self-leadership*, an attempt to influence oneself to be able to exert oneself in order to work better (Manz and Sims, 2012:15).

The existence of self-leadership motivates investigators to skilfully lead themselves in contributing to organizational performance. Thus in practice, the ability provides sufficient strength to encourage better performance for the organization. This is possible because it created space for each individual to complete work on their own way. In contrast with the results of Eva Rachmawati's research (2019). It shows that self-leadership has no significant effect on organizational commitment, although the results of the study showed otherwise.

*Self-leadership* affected on the way a person acts, especially in motivating a person to be enthusiastic in carrying out an activity or job, giving commitment to do some work, specifically in organizational empowerment. Meanwhile, self-leadership encourage the creation of perceptions of control and responsibility that will positively affect performance outcomes (Manz and Sims, 2012; Karya, et al., 2021).

The number of Cases handled by investigators from Surabaya Police Investigation Unit year over year always develop with various problems align with technological developments. This is one of the factors of the difficulty faced by investigators in resolving the cases. Therefore the division needs the investigators who have a good *self-ability*; physical endurance and intellectual ability in handling cases, so they can resolve properly and contribute to organizational performance in providing excellent service to the community. Self-ability is an ability that a person must have in carrying out physical or mental tasks while skills are talents that a person has and can be learned on the process of carrying out a task (Ivancevich; John M., et al., 2017).

According to Robbins; Stephen P. and Timothy Judge (2018), self-ability is an individual's capacity to perform various tasks in a job. Generally, individual capacity is influenced by the

knowledge, skills, and attitudes that are embedded in a person's mind, taught from oneself, parents, teachers or the environment.

Self-ability is necessary in achieving better work performance because self-ability can have a positive and significant effect on employee performance (Abellia, S. Mujanah: 2021) with good abilities, employees will be competent to complete their work well.

Handling cases can be difficult. It requires an extra work so that every case can be resolved on time. In the case settlement process, many investigators experience difficulties and pressure from both internal and external, therefore every investigator must have a way in dealing with pressure within himself. Therefore, as an investigator, he must have a *resilient skill*. It's a positive psychological condition which the ability to adapt and overcome misfortune situations, uncertainty, conflict, failure where it all leads to help investigators on carrying responsibility in advanced and better way (Luthans, 2007). Every human being has the ability to be resilient and everyone is able to learn how to deal with obstacles in life, namely the ability to respond in a healthy and productive manner when faced with obstacles, and to have tenacity and resilience in the face of difficult circumstances (Arifin H. Abdul Majid, 2021).

Therefore, Resilient is very necessary for every investigator to have and develop. Equipping every investigator the ability to cope with the hardships, disappointments, or challenges. Resilient investigators are clearly seen during the investigation, the more a person survives with many challenges and obstacles, the more they likely succeed in developing resilient characteristics within him.

The performance of investigators in handling a case gets great attention from the chief, because the performance of investigators will have a significant impact on the organizational performance

in Surabaya Police Criminal Investigation Unit. The performance of the investigator cannot be separated from its commitment. The organizational commitment of an investigator is defined as its alignment with the Investigation Unit goals and desires to maintain membership within it.

Investigators who are highly committed will have high productivity. Vice versa, the low commitment investigators will have a negative impact. Employees with low commitment will not give their best and strand the organization someday. Sumiati & Ketut Dewa et al. (2018). Tobing (2009) explains that employees with high organizational commitment have different attitudes than those with low commitment.

Organizational commitment is seen as an individual's strength to get involved in an organization. By then, high organizational commitment can improve employee's performance (Benny Agus Setiono, et al., 2019). Organizational commitment is more than passive loyalty to the organization, it shows an active relationship between investigators and organizations. In this study, the researcher will discuss the organizational commitment of Surabaya Police Investigation Unit, and its performance improvement.

Based on the above phenomenon, the problem in this research is formulated that whether Self Leadership, Self Ability and Resilience affect the Performance of investigators through organizational commitment in the Police Investigation Unit of Surabaya Division (Satreskrim Polrestabes Surabaya).

## THEORY

### Self-Leadership

*Self-leadership* is an attempt to influence oneself to skilfully exert oneself in order to work better, with indicators such as, asking for

advice from others, being able to manage oneself, doing self-development, knowing oneself. (Eva Rachmawati et al., 2018).

*Self leadership* is a psychological construct on a person's capacity to perform an improvement through a repertoire of on-going cognitive, motivational strategies and self-navigating behaviors based on Currell and Marques-Quinteiro (2009: 165). On the other hand, according to Sims and Manz (2012) *Self-leadership* has four dimensions, namely: (1) *Self modelling*, the behavior shown by leaders for self-leadership development by being a model to employees related to the way the leader works; (2) *Self goal setting*, is a method used by the leader in setting company goals by involving employees; (3) *Natural rewards*, the awards given by the leader in the form an effort to teach employees how to respect themselves and build natural rewards into their work; and (4) *Positive patterns*, behavior developed by the leader towards employees so that employees can think independently, use the opportunities and overcome all obstacles in their work.

The definition of *self-leadership* above shows the importance of controlling one's motivation, cognition and actions in order to be competent in carrying out the tasks properly. When a person is able to produce the desired actions, both for himself and his organization, it can be stated that the individual has a high degree of self-leadership. They will likely improve their performance better (Marnis and Marzolina, 2010) it supported by the results of Dyah Sawitri et al (2018) research which states that self-leadership affects employee performance.

### Self Ability

According to Robbins (2018), self-ability is defined as the level of an employee's ability at

work. The indicators of self-ability (Gibson, 2009) are:

1. competence
2. technical skills
3. managerial skills
4. ability to solve problems at work
5. ability to self-study
6. ability to cooperate with colleagues.

*Self-ability* is important for every employee because a high self-ability can have an impact on their performance as the results of research by Eva Rachmawati, et al. (2019). Likewise, the research results of Permatasari et al. (2021) stated that Self-Ability has a positive and significant effect on employee performance.

### Resilient

Grothberg (2014) defines *resilience* as human ability to face, overcome, gain strength and even capable to achieve self-transformation after experiencing an adversity circumstances. From then, individuals will find variation solution to solve problems that have been experienced.

Reivich and Shatte (2002) defines *resilience* as a fundamental ability to deal with adversity or trauma in a positive manner. It is very important on how to control the stresses of a person's daily life. Reivich and Shatte (2002) describe seven abilities that build a *resilience* personality.

1. Emotional regulation, is the ability to remain calm under stressful conditions.
2. Impulse control, the individual's ability to control desires, urges, likes, and pressures that arise from within.
3. Optimism, *resilient* individuals are optimistic individuals.
4. Self-efficacy, is the result of successful problem solving.

5. Causal analysis, refers to the ability of individuals to identify accurately the causes of the problems.
6. Empathy, as the ability to understand and have concern for others.
7. Reaching out, the ability to overcome misfortune and rise from it, and also the individual's ability to achieve positive aspects of life after the befalls.

High resilience behavior can affect employee's performance, this is in accordance with the results of research by Sungging Darupaksi, (2020) which stated that employees who have resilience can improve their performance better, as well as the results of Qikki Ocktafian research (2021) *resilience* employee is significant to employee's performance.

### ORGANIZATIONAL COMMITMENT

According to Mathis and Jackson (2011) "organizational commitment is the degree to which employees believe and accept the goals of the organization and devoted fully to it." Meanwhile, according to Kreitner and Kinicki in Putu and I Wayan (2017) and Karya et al. (2021) organizational commitment is an agreement to do something for oneself and other individuals, groups or organizations.

According to Indra Khari (2010) the indicators of organizational commitment are willingness, loyalty, and pride to the organization. Organizational commitment is important for employees because it can improve employee's performance. According to the results of Sumiati's research (2018) which states that organizational commitment has a significant effect on employee performance variables. Likewise, the results of the research by Nur Azizah (2019) states that organizational commitment has a significant effect on employee performance.

## PERFORMANCE OF INVESTIGATORS

According to Mangkunegara (2016: 67) the term performance comes from the word *job performance* or *actual performance* (work achievement or actual achievement achieved by someone). Performance is the either quality or quantity result of doing work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, Mangkunegara (2016: 67).

Edison (2016: 190) performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined provisions or agreements. According to Edison (2016: 195) the performance dimensions consist of:

1. Target, is an indicator of the fulfilment of the number of goods, jobs, or the amount of money generated.
2. Quality is an important element, because the resulting a quality becomes the strength in maintaining customer loyalty.
3. Completion time, timely completion makes sure the distribution and delivery of work is certain. This is esensial to create customer trust.
4. Adhering to principle, not only must meet the target, quality and time but also, must be carried out a correct, transparent and accountable manner.

## CONCEPTUAL FRAMEWORK AND HYPOTHESES

Figure 1 shows the conceptual framework of the research described based on the results of theoretical and empirical studies that have been carried out. Based on the conceptual framework in Figure 1, the hypothesis in this study are:

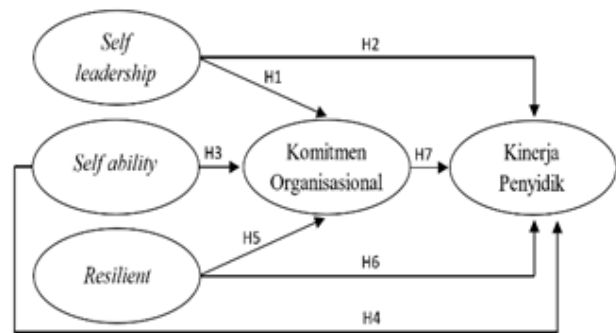


Figure 1 Conceptual Framework

- H1. Self-leadership has a significant effect on organizational commitment at the Satreskrim Polrestabes Surabaya.
- H2. Self-leadership has a significant effect on the performance of investigators at the Satreskrim Polrestabes Surabaya.
- H3. Self ability has a significant effect on organizational commitment at the Satreskrim Polrestabes Surabaya.
- H4. Self ability has a significant effect on the performance of investigators at the Satreskrim Polrestabes Surabaya.
- H5. Resilience has a significant effect on organizational commitment at the Satreskrim Polrestabes Surabaya.
- H6. Resilience has a significant effect on the performance of investigators at the Satreskrim Polrestabes Surabaya.
- H7. Organizational commitment has a significant effect on the performance of investigators at the Satreskrim Polrestabes Surabaya.

## RESEARCH METHODS

Population is an object/subject that has certain qualities and characteristics determined by the researcher to be studied and drawn conclusions (Fianto 2021; and Candraningrat, C. 2020). The population in this study were all

investigators of the Surabaya Police Investigation Unit with the Causal Explanatory type. According to Sugiyono (2014:85) if the subject is less than 100 people, all of them should be taken into account. Because the number of population subjects in this study were 90 people which less than 100 people, then all population subjects were taken as samples. So the sampling technique used is total sampling or saturation sampling, a sampling technique when all members of the population are used as samples.

This study uses a quantitative method that refers to using primary data sources obtained through the distribution of questionnaires by researchers via Google form to the Satreskrim investigator respondents in Surabaya Police Station.

The data collection method used in this study is a survey method which is a method of using a questionnaire as a data collection tool. Questionnaires were distributed to respondents according to the characteristics of the samples described previously. After filling out the questionnaire, it all will be selected. Then the data that has actually been filled out completely and in accordance with the filling instructions will be processed further. Furthermore, the selected data is analyzed by testing the research model using the PLS (Partial Least Structural).

## DATA ANALYSIS RESULTS AND DISCUSSION

### Instrument Validity Test Validity

Tests are carried out to determine the extent to which the statement items can measure each of the variables studied. To measure the validity of the questionnaire *Pearson product moment correlation* was used. If the correlation value in each statement item produces a value greater than r table (0.361) then the

statement item is declared valid. Validity testing was carried out using SPSS program.

The results of the validity test using *corrected correlation* on each statement item on each variable were all greater than r table 0.361 so, it can be concluded that all statement items used to measure variables are valid and can be used as good instruments to measure each variable.

### Instrument Reliability

The reliability test was used to determine the reliability (consistency) of the instrument (measurement instrument) in the form of a questionnaire. This reliability test was carried out using the *cronbach's alpha* with the provision that the questionnaire was declared reliable if the measurement of a variable had a Cronbach's alpha value more than 0.60 (Malhotra in Solimun, 2002:71)

In this research, Cronbach's alpha value for all research variables has a value greater than 0.60 therefore, it can be concluded that the preparation of questionnaire statement items on *self-leadership, self-ability, resilience*, organizational commitment and investigator performance can be declared reliable and trustworthy as a measuring tool that produces consistent answers.

## EVALUATION OF THE OUTER MODEL

Testing *convergent validity* of the indicators depends on the type of the indicator itself. In this case, the indicator items from each variable are reflective so that if there are invalid items then the item will be eliminated. The indicator of each variable is said to be valid if the value of the T-statistic is greater than 1.96 (Ghozali, 2018).

T-statistic indicators of each variable the smallest value of 4.047 ( $\geq 1.96$ ) for that all

indicators are valid. The method to see *discriminant validity* is to look at the value *square root of average variance extracted* (AVE). The recommended value is above 0.5.

Table 1 AVE Values and Roots of AVE

	Average Variance Extracted (AVE)	Roots Average Variance Extracted (AVE)
Y	0.665	0.824
Z	0.591	0.768
X3	0.574	0.779
X2	0.649	0.851
X1	0.475	0.638

Based on Table 1 that all constructs have an AVE value (average variance extracted) above 0.5. Likewise, the square root value of the AVE gained a value of more than 0.5, therefore, it met a good standard of validity test.

The reliability test can be measured by looking at the composite reliability value. Hair et al. (2014) stated that *composite reliability* measures the real value of the a construct reliability. It is also mentioned that to be said one, the applicable rule of thumb is  $> 0.7$  for the *composite reliability value*.

Table 2 Composite Reliability Value

	Composite Reliability
Investigator performance	0.943
Organizational commitment	0.810
Resilient	0.946
Self ability	0.944
Self leadership	0.872

Table 2 shows that the *composite reliability* for all constructs are above 0.7 which indicates that all constructs in the estimated model met the *composite reliability*. The lowest value is 0.810 in the organizational commitment.

## OUTER MODEL EVALUATION

After examined a model which fits the criteria of *outer model* next step is to test the structural model (*inner model*). In PLS, the structural model is evaluated by calculating the *goodness of fit* (GoF). The reference in this GoF measurement is described by Hair, et al. (2014) GoF values range from 0-1 with an interpretation of 0.1 (small GoF), 0.25 (moderate GoF), 0.36 (large GoF). The following table shows the average value of *communalities* and also the average *R-square*

Table 3 above provides an R square value of 0.539 for *the organizational commitment* which means that *self leadership, self ability, and resilience* are able to explain the variance *organizational commitment* of 53.9 %. The Investigator Performance Construct has an R Square value of 0.867 which means that *self leadership, self ability, and resilience* and organizational commitment are able to explain the investigator's performance variance 86.7%.

Table 3 Value of R Square

	R Square	R Square Adjusted
Self leadership		
Self ability		
Resilient		
Organizational commitment	0.539	0.521
Investigator performance	0.867	0.869

Table 3 above provides an R square value of 0.539 for *the organizational commitment* which concluded that *Self leadership, self ability, and resilient* are able to explain variance of *organizational commitment* which 53.9%. The investigator performance construct has an R square value of 0.867 which means that *self leadership, self ability, and resilience* and organizational commitment are able to explain the investigator's performance variance of 86.7%.

Further testing can be done by looking at the *path* or *inner model* as shown in Table 4.

Table 4 Path Coefficient Value

Variable	Cronbach's Alpha	Critical	Description
X <sub>1</sub>	0,773	0.60	Reliable
X <sub>2</sub>	0.900	0.60	Reliable
X <sub>3</sub>	0.912	0.60	Reliable
Z	0.837	0.60	Reliable
Y	0.914	0.60	Reliable

Coefficient *path* or *inner model* level of significance can be found in hypothesis testing. In terms of seeing the significance of the relationship between constructs, what is used is the *T-test* of the *path coefficient*. The path relationship between these variables is considered significant if T-statistics are greater than 1.96.

**HYPOTHESIS**

Coefficient value *path* or *inner model* which shows the level of significance in hypothesis testing. Hypothesis testing can be seen in Table 5.

Table 5 Path Coefficient

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Conclusion
Organizational commitment -> investigator performance	0.489	2.008	0.045	Significant
Resilient -> investigator performance	0.262	1.519	0.129	Not significant
Resilient -> organizational commitment	0.526	3.332	0.001	Significant
Self Ability -> investigator performance	0.446	2.762	0.006	Significant
Self ability -> organizational commitment	0.437	3.034	0.000	Significant
Self leadership -> investigator performance	0.200	1.489	0.137	Not significant
Self leadership -> organizational commitment	0.496	2.355	0.025	Significant

Table 5 shows that the effect of exogenous variables on endogenous variables can be seen from T value, if T-statistics is greater than T-table (1.96) it can be stated that there is a significant effect of exogenous variables on endogenous variables, they are:

1. *Self leadership* has a value of 0.496 to organizational commitment, then *Self Leadership* has no significant effect on Organizational Commitment.
2. *Self leadership* has a value of 0.200 to investigator performance, then *self leadership* has a positive and not so significantly affect the investigator performance.
3. *Self ability* has a value of 0.437 to organizational commitment, thus, *self ability* has a positive and significant impact on organizational commitment.
4. *Self ability* has a value of 0.446 to the investigator's performance, therefore, self ability has a positive and significant impact on the Investigator's Performance.
5. *Resilient* has a value of 0.526 to Organizational Commitment, meaning that Resilient has a positive and significant impact on Organizational Commitment.
6. *Resilient* has a value of 0.262 to the investigator's performance, thus, *resilient* has an impact but not so significantly affect the investigator's performance.
7. Organizational commitment has a value of 0.489 to investigator performance, therefore, organizational commitment has a positive and significant impact on investigator performance.

**DISCUSSION**

The results of the study show that *self-leadership* has a significant effect on organiza-



tional commitment, this indicates that the higher *self-leadership*, the stronger the organizational commitment is. Thus, the third hypothesis which states that *Self-Leadership* affect on organizational commitment to investigators of Satreskrim Polrestabes Surabaya, is accepted. The results of this study do not support Eva Rachmawati's research (2019) which shows that self-leadership has no significant effect on employee performance.

The results of this study also show that *self-leadership* of the investigators of the criminal investigation unit in handling cases was quite high, where the investigators have the competence to guide themselves in challenging situations that prioritize the achievement of goals with clear plan and objectives. Besides that the investigators of the investigation unit Criminals can motivate themselves to be able to lead themselves in contributing to organizational performance, thus the ability to lead personally provides sufficient strength to encourage investigators to have high loyalty to the organizational commitment of the Surabaya Police Criminal Investigation Unit. In addition, *self-leadership* is very much needed by an investigator for his motivation, as well as his actions to be able to carry out the tasks for which he is responsible properly, when a person's control over himself is able to produce the expected actions, both by himself and his organization, it can be stated that the investigator has a degree of *self-confidence leadership* .

Based on the results of hypothesis testing using SmartPLS, it gives an output that the *Self leadership* has no significant effect on changes in the investigator's performance variable, in simple word, an increase in the value of *self leadership* has relatively no effect on increasing Investigator Performance or vice versa. The

results of the estimation of the coefficient of the effect of *self leadership* on the performance of investigators show an insignificant effect. The resulting coefficient of influence is positive, meaning that the high *self-leadership* has not been able to improve the performance of investigators, it can increase but in a low percentage. Thus the second hypothesis which states that *self-leadership* effect on the performance of investigators at the Surabaya Polrestabes Criminal Investigation Unit cannot be accepted (H2 is rejected).

This is not in accordance with previous research conducted by Eva Rachmawati, Siti Mujanah (2018:4), and I Made Aditya Darma Putra, Desak Ketut Sintaasih (2011) and Diah Safitri et al. (2018) who found that *self-leadership* has a positive and significant effect on employee performance. Likewise, the research by Marnis and Marzola (2019) shows that self-leadership has a significant effect on organizational commitment and employee performance. *self leadership* of the investigators of the Surabaya Polrestabes Criminal Investigation Unit has not been able to significantly improve the performance of investigators, this is influenced by the large number of investigators who are young and do not have experience, considering how difficult it is to handle a case so that investigators who are young and inexperienced are still confused and find it difficult to focus on the goals of their work as investigators. So that young investigators have not been able to regulate themselves, especially emotional factors and personal weaknesses. As unable to control themselves, they often lose control, become very critical, behave inappropriately, and are unable to maintain self-esteem.

Based on the results of hypothesis testing, it was found that *self ability* had a positive and

significant effect on the change in the Organizational Commitment variable. An increase in the *self ability* will have an effect on increasing Organizational Commitment or vice versa. The estimation result of the coefficient influenced the *self ability* on organizational commitment significantly. The coefficient result is positive, thus, the better the *self-ability* is, the stronger the organizational commitment is. Moreover, the third hypothesis which states that *self-ability* affects organizational commitment to the Surabaya Police Satreskrim Investigators can be accepted (H3 is accepted).

The results of this study support previous research conducted by Abellia Permatasari, Siti Mujanah et al (2018) with the title “The influence of *self-leadership*, social intelligence, *employee ability* on organizational commitment and employee performance of the Department of Population Control, Women’s Empowerment and Child Protection in Surabaya City.” Permatasari et al. (2018) wrote, *employee’s ability* effect on organizational commitment. The higher *employee ability*, the higher organizational commitment is. This increase on the value of *self ability* will have an effect on improving the performance of investigators or vice versa.

The results of the estimation of the coefficient of the effect of *self ability* on the performance of investigators show a significant effect. The coefficient is positive, in other word, the higher the *self ability* is, the higher the investigator’s performance will be. Thus, the fourth hypothesis which states that *self ability* affects the performance of investigators in the Surabaya Police Criminal Investigation Unit can be accepted (H4 is accepted). The results of this study support previous research conducted by Abellia Permatasari et al. (2021) which states that *Self Ability* has a significant effect on

employee performance that the higher the *self ability* is, the higher the employee’s performance will be.

Based on the results of hypothesis testing using SmartPLS, it gives the output that the *Resilient* a positive and significant influence on changes in the organizational commitment variable. That is, an increase in the value of *resilient* will have an effect on increasing Organizational Commitment or vice versa.

The results of this study are verified by several research results, namely research conducted by Paul et al. (2016) and Hui Meng et al. (2017) where the results show that *resilience* has a significant effect on organizational commitment. The results of this study support previous research conducted by Sungging Darupaksi (2020) with the title “The influence of organizational support, value conformity and employee resilience on organizational commitment at BPR BKK Purwokerto”. The conclusion of Sungging Darupaksi (2020) that *resilience* has a significant effect on organizational commitment, that the higher the *resilience* is the higher organizational commitment will be.

Based on the results of hypothesis testing using SmartPLS, it gives an output that the *resilient* has a positive but not significant effect on changes in the Investigator’s Performance variable. That is, an increase in the relative value of *Resilience* has no effect on increasing the Performance of Investigators or vice versa.

The estimation results of the *resilient* on the investigator’s performance showed an insignificant effect. The resulting coefficient of influence is positive, meaning that the higher the *resilience* has not been able to improve the performance of the investigator, although, it can increase but only in a low percentage. Thus the sixth hypothesis which states that *resilience*

affects the performance of investigators at the Satreskrim Polrestabes Surabaya cannot be accepted (H6 is rejected).

Satreskrim Polrestabes Surabaya investigators who are young and have minimum work experience, do not fully have the ability to cope with various challenges and pressures. They hardly continue to survive, adapt and develop a solution from difficult situations, therefore investigators who are young and have minimal work experience need to have organizational commitment. Mathis and Jackson, (2006) define organizational commitment as the level of employee confidence and acceptance of organizational goals and the desire to remain with the organization. By having a strong organizational commitment, investigators are able to consist a persistence performance in times of difficulties, conflicts, failures or positive events and can improve the performance of an investigator.

Based on the results of hypothesis testing using SmartPLS, it gives the output that the organizational commitment variable has a positive and significant influence on changes in the investigator's performance variable. That is, an increase in the value of organizational commitment will have an effect on improving the performance of investigators or vice versa.

The results of the estimation of the coefficient of the effect of organizational commitment on the performance of investigators show a significant effect. The resulting coefficient of influence is positive, meaning that the higher the organizational commitment, the higher the investigator's performance will be. Thus the seventh hypothesis which states that organizational commitment affects the performance of investigators at the Surabaya Police Criminal Investigation Unit can be accepted (H7 is accepted).

## CONCLUSIONS AND SUGGESTIONS

Based on the analysis of the results of this study, the conclusion is that self-leadership has no significant effect on organizational commitment. This means that the higher the self-leadership, the higher the organizational commitment is. However, this self-leadership has no significant effect on employee performance. In addition, self-ability has a positive and significant effect on organizational commitment and employee performance. Moreover, resilience has a significant effect on organizational commitment but has no significant effect on performance.

Meanwhile, organizational commitment has a positive and significant effect on the performance of investigators. This shows that the higher the organizational commitment, the higher the investigator's performance will be. This indicates that improving the performance of investigators, is necessary to motivate them to have self-leadership, self-ability and resilience within them.

Based on the conclusions that have been drawn from the results of the study, the Head of the Surabaya Police Criminal Investigation Unit, needs to provide support to investigators with training, and provide motivation in the hope that investigators are able to manage themselves in order to achieve the goals that have been determined by the organization. re-increase organizational commitment by encouraging investigators. With the hope that the higher the organizational commitment felt by investigators, it will improve the performance of investigators in handling cases. And foster resilience towards investigators who are young and still have few work experience in the hope that investigators will be able to face both internal and external pressures and by being tough which

in the future can improve the performance of investigators.

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