

Trust In Supervisor and Interpersonal Communication in Improving Police Personnel Performance Through Affective Commitment

Muhammad Fadli

Faculty of Economy, Sultan Agung Islamic University, Semarang, Indonesia, E-Mail: MuhammadFadli.std@unissula.ac.id

Abstract. *This study aims to empirically analyze the influence of trust in superiors and interpersonal communication on affective commitment and human resource (HR) performance. The type of research used is explanatory research. The study population includes all HR of the Riau Islands Police Traffic Directorate totaling 179 personnel, who are also samples in this study. The sampling technique uses non-probability sampling with the convenience sampling method (Hair, 2021). Data were collected through a questionnaire with an interval measurement scale (score 1-5). Data analysis uses structural equation modeling (Structural Equation Modeling) with the Partial Least Square (PLS) approach. The results of the study indicate that trust in superiors has a positive and significant effect on the performance of police personnel and affective commitment. In addition, the quality of interpersonal communication also has a positive and significant effect on the performance of police personnel and affective commitment. Finally, affective commitment is proven to have a positive and significant effect on the performance of police personnel.*

Keywords: *Communication; Interpersonal; Superior; Trust.*

1. Introduction

The main task of the Indonesian National Police (Polri) is to maintain public security and order, enforce the law, and provide protection, shelter, and service to the community. In carrying out this task, the Polri carries out important functions such as maintaining public security and order, enforcing fair and transparent law, and protecting and providing service to the community. (Gaussyah, 2012; Muradi, 2018)

The ability to communicate effectively and work in a team, the ability to adapt to modern technology to deal with cybercrime and police information systems are some of the specific requirements. (Fitriawan & Fitriati, 2020). In addition, courage and physical and mental resilience are needed to face high-risk situations calmly and professionally. (Tri Brata & Nashar, 2022). By fulfilling these needs, Polri personnel can improve their performance and contribute effectively to achieving Polri's goals, namely creating public security and order, enforcing fair laws, and providing the best service to the community. This will support the vision and mission of the President and Vice President in realizing an advanced, sovereign, independent, and personality-based Indonesia based on mutual cooperation.

Trust is essential because it helps manage complexity, develops the capacity for action, enhances collaboration, and improves organizational learning capabilities. (Coyle-Shapiro et

al., 2018). The main keys to building high trust in an organization are achieving results, acting with integrity, and showing concern. (Schaap, 2021). In working, a superior must gain the trust of his subordinates because without that trust, it is very difficult for the work to be completed on time. To gain the trust of subordinates, a superior must be competent in his work, reliable, open, and care about his subordinates. (Buck et al., 2021).

Interpersonal communication, which is a form of face-to-face communication, has the distinct advantage that effects and feedback, actions and reactions are immediately visible due to the close physical distance of the participants. (Ghofar & Tola, 2018). Verbal and nonverbal actions and reactions are all clearly visible. Therefore, continuous face-to-face communication will develop the quality of interpersonal communication that benefits both parties. Previous research shows that interpersonal communication has a positive relationship with performance. (Ghofar & Tola, 2018; Hermawan et al., 2023; Y. Lee & Kim, 2021).

Previous research shows different results regarding the influence of communication on performance, the results of a study conducted by (Esthi, 2021), it was found that communication had no effect on employee performance. On the other hand, research conducted by (Nyakundi Atambo & Kemunto Momanyi, 2016a) concluded that effective communication can improve employee performance.

2. Research methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence Trust in superiors, Interpersonal Communication Quality, Affective Commitment and HR Performance.

3. Results and Discussion

Respondent Description

The respondents of this study were The Riau Islands Police Traffic Directorate's human resources consist of 179 personnel. Respondent data was obtained from the results of distributing questionnaires. The research was conducted by distributing research questionnaires on November 18-28, 2024. The descriptive analysis of respondents consisted of information related to the characteristics of respondents as seen from the factors of gender, age, education, and length of service.

Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) is a basic evaluation carried out in analysis PLS. The purpose of this evaluation is to determine the validity and reliability of the indicators that measure latent variables. The validity criteria are measured using convergent and discriminant validity, while the construct reliability criteria are measured using composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

1) Convergent Validity

Evaluation of the latent variable measurement model with reflective indicators is analyzed by looking at the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the factor loading value (outer loading) of each indicator against its latent variable. Outer loading values above 0.70 are highly recommended (Ghozali, 2011).

a. Evaluation of the Measurement Model of the Trust in Superiors Variable

In this study, the measurement of the Trust in Superiors variable is reflected through three indicators. Evaluation of the outer model or measurement model can be seen from the outer loading value of each indicator of the Trust in Superiors variable as follows:

Outer Loading Table of Trust Construct in Superiors

No	Indicator	Outer Loading	Information
X1_1	Trust in the competence of superiors	0.717	Valid
X1_2	Trust in the integrity/honesty of superiors	0.860	Valid
X1_3	Trust that superiors can be relied upon to solve problems	0.862	Valid

The table above shows where all the loading values of the interpersonal communication indicator factors have values greater than the critical limit of 0.700. Thus, the variable Trust in Superiors (X1) can be formed or explained well or can be said to be convergently valid by the indicators Trust in the competence of superiors, Trust in the integrity/honesty of superiors, Trust that superiors can be relied on to solve problems.

b. Evaluation of Interpersonal Communication Models

In this study, the measurement of interpersonal communication variables is reflected through four indicators. Evaluation of the outer model or measurement model can be seen from the outer loading value of each indicator of the interpersonal communication variable as follows:

Outer Loading Table of Interpersonal Communication Constructs

No	Indicator	Outer Loading	Information
X2_1	Openness,	0.720	Valid
X2_2	Empathy,	0.907	Valid
X2_3	Feedback	0.911	Valid
X2_4	The ability to express oneself clearly and precisely	0.911	Valid

The table and figure above show where all the loading values of the interpersonal communication indicator factors have values greater than the critical limit of 0.700. Thus, the interpersonal communication variable (X2) can be formed or explained well or can be said to be convergently valid by the indicators of Openness, Empathy, Feedback and Ability to express oneself clearly and precisely,

Evaluation of the Police Personnel Performance Variable Measurement Model

The measurement of the Police Personnel Performance variable in this case is reflected through five indicators. The evaluation of the outer model or measurement model can be

seen from the outer loading value of each indicator of the Police Personnel Performance variable as follows:

Outer Loading Table of Police Personnel Performance Construct

No	Indicator	Outer Loading	Information
Y2_1	The ability to create security and public order,	0.749	Valid
Y2_2	Enforcing fair traffic laws and regulations,	0.757	Valid
Y2_3	Providing the best service,	0.743	Valid
Y2_4	Traffic information services to the public (dikmaslantas)	0.761	Valid
Y2_5	Quick response to traffic accidents	0.841	Valid

The table above shows where all the loading values of the Police Personnel Performance indicator factors have values greater than the critical limit of 0.700. Thus, the Police Personnel Performance variable can be formed or explained well or can be said to be convergently valid by the indicators of the Ability to create public security and order, Enforce fair traffic laws and regulations, Provide the best service, Traffic information services to the public (dikmaslantas), and Quick response to traffic accidents.

According to the resultstestingconvergent validity on each variable above, it can be concluded that all indicators are declared valid, so they can be used as a measure of the variables in this study.

Reliability Test Results Table

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Trust in Superiors	0.744	0.855	0.665
Police personnel performance	0.829	0.880	0.595
Affective commitment	0.918	0.936	0.711
Interpersonal communication	0.886	0.922	0.750

Source: Data processing with SmartPLS (2024)

The table shows the AVE value of each construct > 0.5, the composite reliability and cronbach alpha values of each construct > 0.7. Thus, the results of the reliability test of each construct can be said to be good, so that it can be used in the further analysis process.

Based on the results of the evaluation of convergent validity and discriminant validity of the variables and the reliability of the variables, it can be concluded that the indicators used can be declared valid and reliable as measures of research variables.

Goodness of fit evaluation

The model suitability test in PLS analysis is used to evaluate the extent to which the structural model supports the proposed hypothesis and has good predictive ability against the dependent variable. Statistical measures that can be used to determine the suitability of the proposed model include R square and Q square.(Hair et al., 2019).

a. R square

R square shows the magnitude of the variation of endogenous variables that can be explained by other exogenous or endogenous variables in the model. Interpretation of R square according to Chin (1998) quoted (Abdillah, W., & Hartono, 2015) is 0.19 (low influence), 0.33 (medium influence), and 0.67 (high influence). The following results of the determination coefficient (R2) of the endogenous variables are presented in the following table

R-Square Value Table

	R-square
Police personnel performance	0.504
Affective commitment	0.309

Source: Data processing with SmartPLS (2024)

The coefficient of determination (R-square) obtained from the Affective Commitment model is 0.309, meaning that the Affective Commitment variable can be explained 30.9% by the Trust in Superiors and Interpersonal Communication variables. While the remaining 69.1% is influenced by other variables outside the study. The R square value (0.309) is at 0.19 - 0.33, meaning that the Trust in Superiors and Interpersonal Communication variables have a fairly large (moderate) influence on the Affective Commitment variable.

R square value Police Personnel Performance of 0.504 means that Police Personnel Performance can be explained 50.4% by the variables Trust in Superiors, Interpersonal Communication, and Affective Commitment, while the remaining 49.6% is influenced by other variables outside the study. The R square value (0.504) is at 0.33 - 0.67, meaning that the variables Trust in Superiors, Interpersonal Communication, and Affective Commitment have a large influence on Police Personnel Performance.

b. Q square

Q-Square (Q2) describes the measure of prediction accuracy, namely how well each change in exogenous/endogenous variables is able to predict endogenous variables. Q-Square predictive relevance for structural models is a measure of how well the observation values are generated by the model and also its parameter estimates. Size. Q square above 0 indicates that the model has predictive relevance or good model prediction suitability. Q square values are categorized into 3 categories, namely small, medium and large, Q square values of 0.02 - 0.15 are stated as small, Q square values of 0.15 - 0.35 are stated as medium and Q square values >0.35 are stated as large (Mirza Soetirto et al., 2023).

The results of the Q-Square value calculation for the structural model of this study are as follows:

Q-square Value Table

	Q-Suare (Q ²)
Police personnel performance	0.289
Affective commitment	0.214

Source: Data processing with SmartPLS (2024)

The Q-square (Q2) value for the Affective Commitment variable is 0.214, which is in the range of 0.15 - 0.35, so the prediction accuracy for the Affective Commitment variable is quite good.

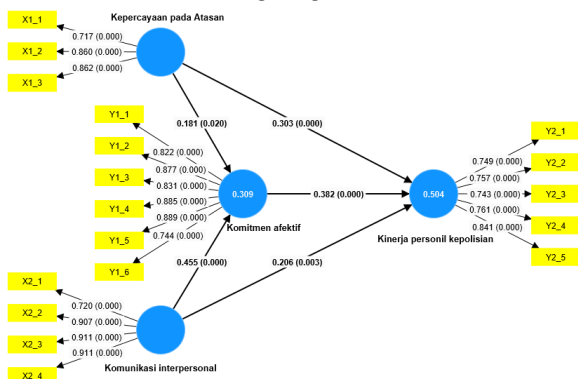
For the Police Personnel Performance variable, the Q-square value is 0.289, which shows that the Q square value is in the range of 0.15 - 0.35, so the prediction accuracy for the Police Personnel Performance variable is quite good.

Both Q square values are above 0, so it can be said that the model has predictive relevance. This means that the estimated parameter values produced by the model are in accordance with the observed values or the structural model is stated to fit the data or has good suitability.

Structural Model Evaluation (Inner Model)

Structural model testing (inner model) is to see the relationship between latent constructs by looking at the results of the path parameter coefficient estimation and its significance level (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test obtained the output results from the loading factor construct structure model which will explain the influence of the Trust in Superiors, Interpersonal Communication, Affective Commitment and Police Personnel Performance constructs.

Data processing is done using Smart PLS v4.1.0 software. The results of the data processing are shown in the following image:



Full Inner Model SEM-PLS Image with Mediation

Source: Primary data processing with Smart PLS 4.1.0 (2024)

Multicollinearity Test

Before conducting a hypothesis test, a multicollinearity test needs to be conducted. Multicollinearity is a condition where there is a correlation between independent variables or between independent variables that are not mutually independent. Multicollinearity testing can be done by looking at the Collinearity. Statistics (VIF) value on the inner VIF. Values. If the inner VIF <5 indicates no multicollinearity.

Multicollinearity Test Results Table

	VIF
Trust in Superiors -> Performance of police personnel	1,270

Trust in Superiors -> Affective Commitment	1.223
Affective commitment -> Police personnel performance	1,448
Interpersonal communication -> Police personnel performance	1,522
Interpersonal communication -> Affective commitment	1.223

The results table above shows that the results of the multicollinearity test in this research model where the VIF value of all variables does not exceed 5. In accordance with the conditions set, in these conditions there are no multicollinearity problems in the model formed.

Hypothesis Testing

This section presents the results of testing the research hypothesis that has been proposed in the previous chapter. To determine whether a hypothesis is accepted or not by comparing t count with t table with the condition that if t count > t table, then the hypothesis is accepted. The t table value for a significance level of 5% = 1.96. For more details in the section below.

The results of testing the influence of each research variable can be presented as follows:

Path Coefficients Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Trust in Superiors -> Performance of police personnel	0.303	0.303	0.058	5,200	0.000
Trust in Superiors -> Affective Commitment	0.181	0.182	0.077	2.335	0.020
Affective commitment -> Police personnel performance	0.382	0.384	0.053	7.246	0.000
Interpersonal communication -> Police personnel performance	0.206	0.206	0.070	2,939	0.003
Interpersonal communication -> Affective commitment	0.455	0.454	0.066	6,872	0.000

Source: Data processing with SmartPLS (2024)

Based on the results of data processing with the PLS analysis above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

1) Hypothesis Testing

H1: Trust in leaders has an influence on improving performance

In testing hypothesis 1, the original sample estimate value was obtained at 0.303. This value proves that Trust in Superiors has a positive effect on Police Personnel Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (5.200) > t table (1.96) and p (0.000) < 0.05, so it can be said that there is a positive effect of Trust in Superiors on improving police personnel performance. Thus, the first hypothesis stating that "Trust in leaders has an effect on improving performance" can be accepted.

2) Hypothesis Testing

H2: Trust in superiors has an influence on increasing affective commitment

In testing hypothesis 2, the original sample estimate value was obtained at 0.181. This value proves that Trust in Superiors has a positive effect on affective commitment, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (2.335) > t table (1.96) and $p(0.020) < 0.05$, so it can be said that there is a significant effect of Trust in Superiors on affective commitment. Thus, the second hypothesis which states that "Trust in Superiors has an effect on increasing affective commitment" can be accepted.

3) Hypothesis Testing

H3: The quality of interpersonal communication has an influence on improving performance.

In testing hypothesis 3, the original sample estimate value was obtained at 0.206. This value proves that interpersonal communication has a positive effect on personnel performance. This is also reinforced by the results of the t-test which obtained a calculated t value (2.939) > t table (1.96) and $p(0.003) < 0.05$, so it can be said that there is a positive and significant effect of interpersonal communication on personnel performance. Thus, the third hypothesis stating that "The quality of interpersonal communication has an effect on improving performance" can be accepted.

4) Hypothesis Testing

H4: The quality of interpersonal communication has an influence on increasing affective commitment.

In testing hypothesis 4, the original sample estimate value was obtained at 0.455. This value proves that interpersonal communication has a positive effect on the affective commitment of police personnel. This finding is reinforced by the results of the t-test which obtained a calculated t value (6.872) > t table (1.96) and $p(0.000) < 0.05$, so it can be said that there is a positive and significant influence of interpersonal communication on the affective commitment of police personnel. Thus, the fourth hypothesis which states that "Interpersonal communication has a positive effect on the affective commitment of personnel" can be accepted.

5) Hypothesis Testing

H5: *Affective commitment has an influence on personnel performance.*

In testing hypothesis 5, the original sample estimate value was obtained at 0.382. This value proves that affective commitment has a positive effect on the performance of police personnel, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (7.246) > t table (1.96) and $p(0.000) < 0.05$, so it can be said that there is a positive and significant effect of Affective Commitment on Police Personnel Performance. Thus, the fifth hypothesis which states that "Affective commitment has an effect on improving personnel performance" can be accepted.

Discussion:

1) Influence Trust in Superiors Regarding Personnel Performance

Trust in superiors has a positive and significant influence on the performance of police personnel, which means that the higher the level of trust that personnel have in their leaders,

the better the performance shown. This finding is supported by research by Dirks & Bart de Jong which confirms that trust in superiors has a positive impact on employee performance.

In this study, trust in superiors was measured through several indicators, such as trust in the competence of superiors, trust in the integrity or honesty of superiors, and trust that superiors can be relied on to solve problems. These indicators have been proven to be able to improve the performance of police personnel, which is measured through the ability to create security and public order, enforce traffic laws and regulations fairly, provide the best service, convey traffic information to the public, and respond quickly to traffic accidents.

The indicator with the highest loading value on trust in superiors is the belief that superiors can be relied on to solve problems, while the indicator with the highest loading value on police personnel performance is quick response to traffic accidents. This finding shows that the greater the level of human resources (HR) trust in the superior's ability to handle problems, the higher the level of quick response of personnel in dealing with traffic accidents. In other words, strong trust in superiors encourages personnel to act more quickly and efficiently in emergency situations.

On the other hand, the indicator of trust in superiors with the lowest loading value is trust in the competence of superiors, while the indicator of police personnel performance with the lowest loading value is providing the best service. This indicates that increasing trust in the competence of superiors can affect the quality of service provided by personnel. This means that if personnel believe that their superiors have adequate competence, then they will be better able to provide the best service to the community. High trust in the competence of superiors can motivate personnel to work more professionally and improve the quality of their interactions with the community.

2) Influence Trust in Superiors Affective Commitment

Trust in Superiors has a positive and significant influence on affective commitment, which means that the higher the level of trust in leaders, the higher the level of affective commitment possessed by HR. This finding supports the research of Xiong et al. (2016), which shows that trust in superiors significantly affects HR performance.

The variable of trust in superiors is reflected through several indicators, such as trust in the competence of superiors, trust in the integrity or honesty of superiors, and trust that superiors can be relied on to solve problems. These three indicators have been proven to increase affective commitment, which is reflected through indicators such as having a deep personal meaning, a strong sense of belonging to the organization, being proud to tell others about the organization, being emotionally attached to the organization, and being happy to be able to work in the organization until retirement and enjoying discussing the organization with others outside the organization.

Trust in superiors with the highest loading value is the belief that superiors can be relied on to solve problems, while the indicator of affective commitment with the highest loading value is being happy to be able to work in the organization until retirement. These results indicate that the more HR feels that their superiors can be relied on to solve various problems, the

Commented [MOU1]: If there are any additional findings from other researchers that support this, please add them.

greater their happiness in continuing to work in the organization until retirement. This means that leaders who are able to demonstrate the ability to solve problems effectively can increase the sense of loyalty and long-term commitment among HR.

On the other hand, the indicator of trust in superiors with the lowest loading value is trust in superior competence, while the indicator of affective commitment with the lowest loading value is enjoying discussing the organization with others outside the organization. This finding shows that the higher the trust of HR in the competence of superiors, the greater their interest in discussing the organization with others outside the work environment. This means that increasing trust in superior competence can expand the level of HR involvement in discussing and promoting the organization, both inside and outside the work environment.

3) The Influence of Interpersonal Communication Quality on personnel performance

The quality of interpersonal communication has a positive and significant influence on the performance of police personnel, indicating that improving the quality of interpersonal communication can encourage better performance among personnel. This finding is in line with previous research by Diana et al. (2020), which revealed that interpersonal communication plays an important role in improving human resource performance.

Interpersonal communication is measured through four main indicators, namely openness, empathy, feedback, and the ability to express oneself clearly and precisely. The improvement of interpersonal communication has been proven to contribute to the improvement of police personnel performance, which is measured through five indicators, namely the ability to create public security and order, enforce fair traffic laws and regulations, provide the best service, traffic information services to the public (dikmaslantasi), and rapid response to traffic accidents.

The interpersonal communication indicator with the highest loading value is the ability to express oneself clearly and precisely, which means that this ability is very influential in increasing the rapid response to traffic accidents, an indicator of police personnel performance that also has the highest loading value. This means that the more police personnel are able to express themselves clearly and precisely, the higher their ability to respond quickly to traffic accidents.

On the other hand, the interpersonal communication indicator with the lowest loading value is openness, while the police personnel performance indicator with the lowest loading value is providing the best service. This finding suggests that although openness may not be a dominant factor in interpersonal communication, increasing the level of openness can still help improve the quality of service provided by police personnel. In other words, although the focus on openness is not as strong as the ability to express oneself clearly, it is still important to encourage openness so that police personnel can provide the best service to the community.

4) The Influence of Interpersonal Communication Quality on Affective Commitment.

The quality of interpersonal communication has a positive and significant influence on affective commitment, which means that the better the quality of interpersonal

Commented [MOU2]: If there are any additional findings from other researchers that support this, please add them.

communication, the higher the level of affective commitment that individuals have. This finding is in line with the research of Avoyan & Ramos (2020), which emphasizes that open communication has a positive impact on commitment.

Interpersonal communication aspects, such as openness, empathy, feedback, and the ability to express oneself clearly and accurately, have been shown to increase affective commitment. Affective commitment itself is reflected through six main indicators, namely having deep personal meaning, a strong sense of belonging to the organization, pride in discussing the organization with others, emotional attachment to the organization, enjoying working in the organization until retirement, and enjoying discussing the organization with others outside the organization.

The interpersonal communication indicator with the highest loading value is the ability to express oneself clearly and precisely, while the affective commitment indicator with the highest loading value is being happy if one can work in the organization until retirement. This shows that increasing an individual's ability to express oneself clearly and precisely will have an impact on increasing the sense of pleasure and satisfaction in working in the organization until retirement. In other words, effective communication skills can strengthen an individual's emotional attachment to the organization, increase pride, and strengthen long-term commitment.

On the other hand, the interpersonal communication indicator with the lowest loading value is openness, while the affective commitment indicator with the lowest loading value is the pleasure of discussing the organization with others outside the organization. This finding indicates that although openness in communication is very important, an increase in this aspect of openness also has the potential to influence an individual's interest in discussing the organization outside the scope of work. This means that individuals who are more open in communication may feel more comfortable and have a sense of responsibility to share their views and discuss the organization with others, which can have an impact on strengthening their affective commitment to the organization.

5) The Influence of Affective Commitment on Personnel Performance

The quality of affective commitment has a positive and significant influence on the performance of police personnel, which means that the higher the affective commitment, the better the increase in personnel performance. This finding is in line with previous research by Almaaitaha et al. (2020), which states that continuity of commitment is proven to improve human resource performance.

The variable of affective commitment is indicated through several indicators, such as having a deep personal meaning, a strong sense of belonging to the organization, pride in telling others about the organization, emotional attachment to the organization, enjoying working in the organization until retirement, and enjoying discussing the organization with others outside the organization. All of these indicators contribute to improving the performance of police personnel, which is measured through indicators of the ability to create security and public order, fair enforcement of traffic laws and regulations, providing the best service,

Commented [MOU3]: If there are any additional findings from other researchers that support this, please add them.

Commented [MOU4]: If there are any additional findings from other researchers that support this, please add them.

providing traffic information services to the public (dikmaslantas), and quick response to traffic accidents.

Among the affective commitment indicators, the one with the highest loading value is the feeling of pleasure in working in the organization until retirement. Meanwhile, the performance indicator of police personnel with the highest loading value is the quick response to traffic accidents. This finding shows that the more personnel feel happy working in the organization until retirement, the higher their ability to provide a quick response to traffic accidents. This means that a sense of loyalty and pride in the organization can strengthen the readiness and ability of personnel to handle emergency situations quickly and effectively.

On the other hand, the indicator of affective commitment with the lowest loading value is enjoying discussing the organization with others outside the organization, while the indicator of police personnel performance with the lowest loading value is providing the best service. This finding indicates that the higher the pleasure of personnel in discussing the organization with outside parties, the better their ability to provide the best service. This shows that positive interactions about the organization outside the work environment can enrich personnel's insights and improve the quality of service they provide to the community.

4. Conclusion

The purpose of this study is to empirically determine and analyze the influence of trust in superiors and interpersonal communication on affective commitment and HR performance. The answers to the research questions that arise are: Trust in superiors has a positive and significant influence on the performance of police personnel, which means that the greater the trust of personnel in their superiors, the higher the performance shown by the personnel. Trust in superiors also has a positive and significant influence on affective commitment, which indicates that the higher the trust of personnel in their superiors, the greater the level of affective commitment possessed by the personnel. The quality of interpersonal communication has a positive and significant influence on the performance of police personnel, which means that an increase in the quality of interpersonal communication will be followed by an increase in personnel performance. The quality of interpersonal communication also has a positive and significant influence on affective commitment, which indicates that the better the quality of interpersonal communication, the higher the level of affective commitment possessed by the personnel. Affective commitment has a positive and significant influence on the performance of police personnel, which means that the higher the level of affective commitment, the higher the performance of the personnel demonstrated.

5. Reference

- Allen, Natalie J., and J. P. M. (1990). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Occupational Psychology*, 63, 1–18.
- Alqudah, I. H. A., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model

including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics*, 28(1). <https://doi.org/10.1016/j.iedeen.2021.100177>

- Amernic, J. H., & Aranya, N. (2005). Organizational Commitment: Testing Two Theories. *Relations Industrielles*, 38(2), 319–343. <https://doi.org/10.7202/029355ar>
- Avoyan, A., & Ramos, J. ~Ao. (2020). A road to efficiency through communication and commitment. Department of Finance and Business Economics, Marshall School of Business, University of Southern California., Available.
- Bakirova Oynura. (2022). HUMAN RESOURCES MANAGEMENT. *Uzbek Scholar Journal*, 8(9), 114–120. www.uzbekscholar.com
- Che Rose, R., Kumar, N., & Gua Pak, O. (2009). The Effect Of Organizational Learning On Organizational Commitment, Job Satisfaction And Work Performance. *The Journal of Applied Business Research*, 25, 55.
- Clegg, C. W., Unsworth, K. L., And Epitropaki, O., Parker, & Giselle. (2002). Implicating trust in the innovation process. In *Journal of Occupational and Organizational Psychology* (Vol. 75, Issue 4). <http://eprints.qut.edu.au>
- Coyle-Shapiro, Marjo-Riitta Diehl, & Jacqueline AM. (2018). Social exchange theory: where is trust?. *The Routledge Companion to Trust*. (Vol. 1). Routledge.
- Diana, R., Ahmad, S., & Wahidy, A. (2020). Pengaruh Motivasi Kerja dan Komunikasi Interpersonal Terhadap Kinerja Guru. *Jurnal Pendidikan Tambusai*, 4(3), 1828–1835.
- Dirks, K. T., & Bart de Jong. (2022). Trust Within the Workplace: A Review of Two Waves of Research and a Glimpse of the Third. *Annual Review of Organizational Psychology and Organizational Behavior*, 9(247).
- Gunawan, R., Haryadi, D., Ekonomi dan Bisnis, F., & Manajemen, P. (2022). Enrichment: Journal of Management The effect of extrinsic motivation, interpersonal trust, and organizational commitment in improving employee performance. In *Enrichment: Journal of Management* (Vol. 12, Issue 5).
- Hermawan, A., Susanti, E., Pendidikan, K., Teknologi, D., Indrati, B., & Alkarimiyah, S. (2023). TEACHER PERFORMANCE IMPROVEMENT OPTIMIZATION THROUGH TEAMWORK STRENGTHENING, INTERPERSONAL COMMUNICATION, ADVERSITY QUOTIENT AND WORK MOTIVATION Article History. *IJEMS: Indonesian Journal of Education and Mathematical Science*, 4(1), 2715–2985. <https://doi.org/10.30596%2Fijems.v4i1.13305>
- Hidayani, S. (2016). Manajemen Sumber Daya Manusia. *Manajemen Sumber Daya Manusia*, 2008(Apr-2016), 1–86.
- Hye Kyoung Kim. (2019). Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment. *An International Journal*, 6(1).
- Izzul Ihsan, N., & Palapa, A. (2022). Pengaruh Karakteristik Individu Dan Komunikasi Interpersonal Terhadap Kinerja Crew Kapal Di Bawah Management PT.APOL.

Majalah Ilmiah Bahari Jogja, 20(2), 142–152.
<https://doi.org/10.33489/mibj.v20i2.302>

Kadarisman, M. (2012). *Manajemen Pengembangan Sumber Daya Manusia*. Rajawali Pers.

Kartini, Syarwani Ahmad, & Syaiful Eddy. (2020). Pengaruh Gaya Kepemimpinan Kepala Sekolah dan Komunikasi Interpersonal Terhadap Kinerja Guru. *Journal of Education Research*, 1(3), 290–294.

Kaur, P., & Mittal, A. (2020). Meaningfulness of Work and Employee Engagement: The Role of Affective Commitment. *The Open Psychology Journal*, 13(1), 115–122.
<https://doi.org/10.2174/1874350102013010115>

Lee, C. C., Li, Y. S., Yeh, W. C., & Yu, Z. (2022). The Effects of Leader Emotional Intelligence, Leadership Styles, Organizational Commitment, and Trust on Job Performance in the Real Estate Brokerage Industry. *Frontiers in Psychology*, 13.
<https://doi.org/10.3389/fpsyg.2022.881725>

Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307–3312. <https://doi.org/10.5267/j.msl.2020.6.007>

Communication during the COVID-19 Pandemic: Through the Lens of Motivating Language Theory. *International Journal of Business Communication*, 59(2), 193–218.
<https://doi.org/10.1177/23294884211020491>

Mercurio, Z. A. (2015). Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review. *Human Resource Development Review*, 14(4), 389–414. <https://doi.org/10.1177/1534484315603612>

Meyer, & Allen. (2007). Related papers Meyer and Allen Model of Organizational Commitment: Measurement Issues.

Moffett, J. W., Folse, J. A. G., & Palmatier, R. W. (2020). A theory of multiformat communication: mechanisms, dynamics, and strategies. *Journal of the Academy of Marketing Science*. <https://doi.org/10.1007/s11747-020-00750-2>

Mohammad Fathi Almaaitaha, Yousef Alsafadia, Shadi mohammad Altahata, & Ahmad mohmad Yousfib. (2020). The effect of talent management on organizational performance improvement: The mediating role of organizational commitment. *Management Science Letters*, 10(12), 2937–2944.
<https://doi.org/10.5267/j.msl.2020.4.012>

Moyo, N. (2019). Testing the Effect of Employee Engagement, Transformational Leadership and Organisational Communication on Organisational Commitment. *GATR Journal of Management and Marketing Review*, 4(4), 270–287.
[https://doi.org/10.35609/jmmr.2019.4.4\(6\)](https://doi.org/10.35609/jmmr.2019.4.4(6))