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RESEARCH ARTICLE

THE EXTEND OF STRATEGIC LEADERSHIP, ORGANIZATIONAL LEARNING, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL PERFORMANCE IN NATIONAL POLICE ORGANIZATION TIMOR-LESTE

Arquimino Ramos¹, Teman Koesmono² and Lena Ellitan²

1. National Police Academy, Dili, Timor-Leste.
2. Faculty of Business Widya Mandala Catholic University, Surabaya Indonesia.

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Abstract

Every organization have struggle for the better performance in order to achieve its mission and vision. This study's findings using the structural equation modeling (SEM) approach show that Strategic Leadership, Organizational Learning, Organizational Culture, Organizational Citizenship Behavior, and Organizational Performance are all convergently and discriminantly valid and reliable indicators. The ability to manage change, build cooperation and a sense of belonging, and be visionary is the dominant indicators of strategic leadership. Systems thinking, mental models, learning teams, and personal mastery are the most important indicators of organizational learning. Bureaucratic culture, innovative culture, and supportive culture are the dominant indicators of Organizational Culture. Willingness to Tolerate without Complaint and Involvement in Organizational Functions are the dominant indicators of Organizational Citizenship Behavior. Service Quality, Responsibility, Accountability, and Productivity are the most important indicators of Organizational Performance. Organizational Citizenship Behavior, Strategic Leadership, Organizational Learning, and Organizational Culture all have an impact on organizational performance. Furthermore, Strategic Leadership, Organizational Learning, and Organizational Culture all have an impact on organizational citizenship behavior. This study found research results that were different from previous research results where Organizational Culture had a significant effect with a positive direction on Organizational Performance received.

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Introduction:-

The police administration system in each country differs from one another, structurally the Timor-Leste National Police is under the Ministry of Home Affairs (Ministerio Interior). Based on the law on the Timor-Leste National Police No.55/2022 which regulates the powers, duties and responsibilities of the PNTL which also describes the positions of the Headquarters (Comando Geral), District, Esquadra and Police Post levels.

In today's world development which is getting faster with changes, this requires every organization including all state institutions to be able to adapt so they are not left behind in realizing their vision, mission and goals.

Moreover, it is realized that one of the things needed in achieving organizational goals is improving organizational performance. For this reason, every Policia Nacional de Timor-Leste (PNTL) in Timor-Leste must have the right strategy and be able to face challenges while at the same time be able to provide solutions to the problems they face.

The process of aligning organizational change with changes in organizational members is not easy, so the role of the leader is needed as a role model in the organization and must be able to set a good example for employees so that the organization can achieve its goals, and change must start from the top level, namely the leader himself. According to Filstad & Karp, (2020), leadership as a practice requires the importance of structural, cultural and contextual conditions as well as the emerging and dynamic nature of leadership practices. Identification of important dynamic practices consists of 4 things, namely: producing, connecting, interpreting and negotiating.

In the administration of state life, the PNTL as a state institutions need to organize themselves to become professional, effective and efficient organizations to carry out law enforcement duties. To carry out professional duties the PNTL needs effective and accountable leadership so that it can influence members to work according to the goals of the institution.

The following are the results of the research which are described descriptively from the data tabulation as follows;

Description of Respondent Characteristics

The characteristics of the respondents consisted of age, gender, marital status, last education, current position and length of time in office. The detailed description of the characteristics of the respondents is as follows.

Tabel 1:- Description Of Respondent Characteristics Based On Age.

Age	Total	Percent
<30	7	4.45%
30-50	100	63.69%
>50	50	31.84%
Total	157	100

Source: Human resource of National Police of Timor-Leste, 2022

Based on the table above, it shows that there are 100 respondents aged 30-50 years with a percentage of 63.69%, while those aged over 50 years are 50 respondents with a percentage of 31.84% and aged under 30 are 7 respondents with a percentage of 4.45%.

Tabel 2:- Description Of Respondent Characteristics By Gender.

Characteristics of Respondents		Frequency	Percent Frequency
Gender	Male	120	76
	Female	37	24
Total		157	100

Source: Human resource of National Police of Timor-Leste, 2022

Based on the data in table 4.2, it shows that there were 120 male respondents with a percentage of 76%, while there were 37 female respondents with a percentage of 24%.

Tabel 3:- Description Of Respondent Characteristics Based On Marital Status.

Characteristics of Respondents		Frequency	Percent Frequency
Marital status	Married	155	99
	Not yet married	0	0
	Divorce	2	1
Total		157	100

Source: Human resource of National Police of Timor-Leste, 2022

Based on the data in table 4.3, it shows that there are 155 married respondents with a percentage of 99%, while there are 2 respondents who have been divorced with a percentage of 1% and none with not yet married a percentage of 0%.

Tabel 4:- Description Of Respondent Characteristics Based On Latest Education.

Characteristics of Respondents		Frequency	Percent Frequency
Final education	Secondary school	10	6
	Diploma	30	20
	Bachelor degree S1	106	68
	Master degree S2	10	6
	PhD S3	1	0
Total		157	100

Source: Human resource of National Police of Timor-Leste, 2022

Based on the data in table 4.4, it shows that there were 106 respondents with an undergraduate education level with a percentage of 68%, while Diploma was 30 respondents with a percentage of 20%, SMA was 10 respondents with a percentage of 6%, Masters was 10 respondents with a percentage of 6% and S3 was 1 respondents with a percentage of 0%

Tabel 5:- Description Of Respondent Characteristics Based On Current Position.

Characteristics of Respondents		Frequency	Percent Frequency
Job Type	Commander General and Deputy	1	1
	Headquarters Unit and Division Commander	10	6
	District Commander	9	6
	Head of section in the District	78	50
	Commander Esquadra	43	27
	Post Commander	16	10
Total		157	100%

Source: Human resource of National Police of Timor-Leste, 2022

Based on the data in table 4.5, it shows that the number of section heads in the district is 78 respondents with a percentage of 50%, Esquadra Commanders are 43 people with a percentage of 27%, Post Commanders are 16 respondents with a percentage of 10%, Unit Commanders at Headquarters are 10 respondents with a percentage 6%,

District Commanders are 10 respondents with a percentage of 6% and General Commanders are 1 respondents with a percentage of 1%.

Tabel 6:- Description Of Respondent Characteristics Based On Long Time In Office.

Length of time in position	Total	Percentage
<2	7	4.45%
3-5	130	82.80%
>5	20	12.73%
Total	157	100%

Source: Human resource of National Police of Timor-Leste, 2022

Based on the data in the table above, it shows that there are 130 respondents who served for 3-5 years with a percentage of 82.80%, while those who served more than 5 years were 20 respondents with a percentage of 12.73% and those who served less than 2 years were 7 respondents with percentage 4.45%.

Description of Research Variables

Description of Strategic Leadership Latent Variables

The latent variable X1 has indicators which include X1.1, X1.2, and X1.3. In detail the description of the variable X1 is as follows.

Tabel 7:- Description Of Indicators Of Variables Strategic Leadership.

No	Question X1 Strategic Leadership	Question					Mean	Std. Deviasi
		1	2	3	4	5		
1	X1.1 Visionary						2.965	0.898
	X1.1.1 Leaders have the ability to explain the vision of the PNTL to their members	9	37	74	29	8	2.94	.925
	X1.1.2 The leader invites members to work well in order to achieve organizational goals	3	40	77	31	6	2.98	.828
	X1.1.3 Leaders have the ability to prepare members to face future challenges	4	39	74	30	10	3.02	.895
	X1.1.4 The leader has the ability to improve the ability of the members	11	35	74	29	8	2.92	.944
2	X1.2 Ability to manage change						2.963	0.863
	X1.2.1 The leader has the ability to read the changes that occur	3	43	76	27	8	2.96	.854
	X1.2.2 Leaders have the ability to adopt new innovations in advancing the PNTL	9	39	72	29	8	2.92	.931
	X1.2.3 Leaders respond to changes that occur by empowering members	3	43	74	31	6	2.96	.839
	X1.2.4 Leaders always try to improve PNTL facilities to facilitate the implementation of the duties of its members	3	36	83	27	8	3.01	.828
3	X1.3 The ability to build cooperation and a sense of belonging						3.043	0.935
	X1.3.1 Leaders are able to build cooperation between members	4	41	68	32	12	3.04	.936
	X1.3.2 Leaders are able to evoke a sense of togetherness among members so that they feel as one unit	4	32	82	27	12	3.07	.885
	X1.3.3 Leaders can foster a sense of	5	45	62	32	13	3.02	.977

	belonging to members of their organization							
	X1.3.4 Leaders are able to build members' trust in their superiors	5	38	73	28	13	3.04	.940
4	X1.4 Ability to think strategically						2.955	0.978
	X1.4.1 Leaders try to find new ideas to improve the performance of members	6	43	68	33	7	2.95	.904
	X1.4.2 Leaders are able to improve the ability of members so they can work in accordance with the goals of the organization	13	36	68	24	16	2.96	1.061
	X1.4.3 The leader encourages members to remain committed to the organization	5	44	66	34	8	2.97	.913
	X1.4.4 The leader is able to create a harmonious relationship between the members	7	51	59	24	16	2.94	1.033
X1							2.981	0.918

Source: Data processed, 2022

Based on the table above, X1 gives an average value of 2,981 and a standard deviation of 0,918 which means that overall respondents tend to agree with the statements in variable X1. This is supported by the indicator X1.3 with an average value of 3.043 and a standard deviation of 0.935, and in item X1.3.2 with an average value of 3.07 and a standard deviation of 0.885, and X1.3.1 with an average value of 3.04 and a standard deviation of 0.936.

Organizational Learning Latent Variable Description X2

The latent variable X2 has indicators which include X2.1, X2.2, X2.3, X2.4, and X2.5. In detail the description of variable X2 is as follows.

Table 8:- Description Of Indicators Of Variables Organizational Learning X2.

No	Question X2 Organizational Learning	Question					Mean	Std. Deviasi
		1	2	3	4	5		
1	X2.1 Berpikir system						3.023	0.864
	X2.1.1 PNTL creates a program to improve the ability of members	6	38	66	41	6	3.02	.902
	X2.1.2 PNTL sends its members to continue their education abroad	0	44	66	41	6	3.06	.834
	X2.1.3 PNTL provides training to its members	0	44	66	47	0	3.02	.764
	X2.1.4 PNTL prepares budget for technological capability improvement	11	33	66	41	6	2.99	.954
2	X2.2 Mental Models						2.998	0.824
	X2.2.1 PNTL has concern for the problems faced by the community	0	44	68	45	0	3.01	.755
	X2.2.2 PNTL always conducts surveys to find out the real condition of the people	6	53	51	41	6	2.92	.951
	X2.2.3 PNTL has a community assistance program	0	44	66	47	0	3.02	.764
	X2.2.4 PNTL always encourages its	0	44	68	39	6	3.04	.827

	members to work as community servants 0 44 68 39 6 3.04							
3	X2.3 Personal mastery 3.148						3.148	0.858
	X2.3.1 Leaders have a desire to learn to improve their skills 0 44 63 44 6 3.08	0	44	63	44	6	3.08	.844
	X2.3.2 Every member of the organization has a strong desire to learn to improve their abilities 0 31 79 41 6 3.14	0	31	79	41	6	3.14	.772
	X2.3.3 Leaders have the ability to encourage their members to improve organizational performance 2 41 56 47 11 3.15	2	41	56	47	11	3.15	.935
	X2.3.4 Leaders always accept criticism for improvement in decision making 0 35 65 45 12 3.22	0	35	65	45	12	3.22	.879
4	X2.4 Learning Team 3,053						3.053	0.919
	X2.4.1 Leaders encourage members to work together 0 48 49 60 0 3.08	0	48	49	60	0	3.08	.829
	X2.4.2 Members at work always trust each other as a unit 13 35 49 56 4 3.02	13	35	49	56	4	3.02	1.009
	X2.4.3 All members believe that the goals of the organization are the joint efforts of all members 2 44 49 60 2 3.10	2	44	49	60	2	3.10	.871
	X2.4.4 All members complement each other according to their respective expertise 6 50 41 56 4 3.01	6	50	41	56	4	3.01	.967
5	X2.5 Shared vision 3.115						3.115	0.847
	X2.5.1 PNTL vision is the ultimate goal of all members 0 48 49 60 0 3.08	0	48	49	60	0	3.08	.829
	X2.5.2 Leader together with members in formulating rules to be implemented by PNTL 0 43 54 56 0 3.13	0	43	54	56	0	3.13	.848
	X2.5.3 All members have the same commitment to work 0 48 49 56 4 3.10	0	48	49	56	4	3.10	.871
	X2.5.4 All members always support every policy taken to achieve organizational goals 0 41 56 56 4 3.15	0	41	56	56	4	3.15	.838
X2							3.067	0.862

Source: Data processed, 2022

Based on the table above, X2 gives an average value of 3,067 and a standard deviation of 0,862 which means that overall respondents tend to agree with the statements in variable X2. This is supported by indicator X2.3 with an average value of 3.148 and a standard deviation of 0.858, and item X2.3.4 with an average value of 3.22 and a standard deviation of 0.879. Furthermore, it is also supported by X2.5 with an average value of 3.115 and a standard deviation of 0.847, and item X2.5.4 with an average value of 3.15 and a standard deviation of 0.838.

Organizational Culture Latent Variable Description X3

The latent variable X3 has indicators which include X3.1 and X3.2. In detail the description of the variable X3 is as follows.

Tabel 9:- Description Of Indicators Of Variables Organizational Culture X3.

No	Question X3 Organizational Culture	Question					Mean	Std. Deviasi
		1	2	3	4	5		
1	X3.1 Innovative Culture						3.077	1.093
	X3.1.1 Leaders feel the togetherness of members in developing each other	5	51	56	15	30	3.09	1.146
	X3.1.2 PNTL determines a clear career path for members	2	54	56	15	30	3.11	1.118
	X3.1.3 PNTL has a policy to implement the strategy that has been determined	2	54	56	27	18	3.03	1.015
2	X3.2 Supportive Culture						3.013	1.024
	X3.2.1 PNTL provides support to members in carrying out their duties	2	54	58	25	18	3.02	1.009
	X3.2.2 The PNTL builds a close union relationship at work	5	55	52	15	30	3.06	1.158
	X3.2.3 Leaders and members respect each other to provide mutual trust	2	54	56	38	7	2.96	.905
3	X3.3 Bureaucratic culture						3.143	1.059
	X3.3.1 PNTL determines a clear career path for members	2	54	56	15	30	3.11	1.118
	X3.3.2 PNTL has an adequate organizational structure to improve PNTL performance	2	35	75	15	30	3.23	1.043
	X3.3.3 PNTL builds confidence in its members	3	46	61	28	19	3.09	1.015
X3							3.078	1.059

Source: Data processed, 2022

Based on the table above, X3 gives an average value of 3.078 and a standard deviation of 1.059 which means that overall respondents tend to agree with the statements in variable X3. This is supported by the X3.3 indicator with an average value of 3.143 and a standard deviation of 1.059, and in X3.3.2 items with an average value of 3.23 and a standard deviation of 1.043, and X3.3.1 with an average value of 3.11 and a standard deviation of 1.118.

Organizational Citizenship Behavior Latent Variable Description Y1

The latent variable Y1 has indicators which include Y1.1, Y1.2, and Y1.3. In detail the description of the variable Y1 is as follows.

Tabel 10:- Description Of Indicators Of Variables Organizational Citizenship Behavior Y1.

No	Question Y1 Organizational Citizenship Behavior	Question					Mean	Std. Deviasi
		1	2	3	4	5		
1	Y1.1 Behavior Helping Colleagues						3.425	0.760
	Y1.1.1 Each member is ready to replace a friend who is unable to attend	0	23	47	87	0	3.41	.733
	Y1.1.2 Each member provides assistance to friends who are having difficulties	3	20	43	88	3	3.43	.811
	Y1.1.3 Each member is willing to help a friend whose workload is	0	23	43	91	0	3.43	.736

	excessive							
	Y1.1.4 Each member is ready to help his friend without being asked	0	23	47	84	3	3.43	.761
2	Y1.2 Behavior Complying with Work Rules and Procedures						3.250	0.817
	Y1.2.1 Members come to work on time	0	22	43	89	3	3.46	.756
	Y1.2.2 New members rest when it is time to rest	0	22	47	85	3	3.44	.754
	Y1.2.3 The members will not go home before the working time is over	2	51	44	59	1	3.04	.884
	Y1.2.4 In working each member does not delay the work that is his obligation	0	54	41	61	1	3.06	.872
3	Y1.3 Willingness to Tolerate without Complaint						2.528	0.887
	Y1.3.1 Each member keeps secrets within the PNTL	0	94	30	33	0	2.61	.814
	Y1.3.2 Each member follows developments faced by the PNTL	30	64	30	33	0	2.42	1.026
	Y1.3.3 Every member obeys PNTL rules	0	93	31	33	0	2.62	.813
	Y1.3.4 Each member makes judgments about what is best for the PNTL	10	97	17	33	0	2.46	.895
4	Y1.4 Involvement in Organizational Functions						2.650	0.817
	Y1.4.1 Each member did not exaggerate the problems that occurred in the PNTL	0	94	30	33	0	2.61	.814
	Y1.4.2 Each member does not swear or complain at work	0	88	36	33	0	2.65	.808
	Y1.4.3 Each member maintains the integrity of the working environment in the PNTL	0	89	34	32	2	2.66	.844
	Y1.4.4 Each member tries not to create trouble in the PNTL	0	84	40	33	0	2.68	.802
Y1							2.963	0.820

Source: Data processed, 2022

Based on the table above, Y1 gives an average value of 2,963 and a standard deviation of 0,820 which means that overall respondents tend to agree with the statements in variable Y1. This is supported by the Y1.1 indicator with an average value of 3.425 and a standard deviation of 0.760, and item Y1.1.4 with an average value of 3.43 and a standard deviation of 0.761. Furthermore, it is also supported by Y1.2 with an average value of 3.250 and a standard deviation of 0.817, and item Y1.2.1 with an average value of 3.46 and a standard deviation of 0.756.

Description of Organizational Performance Latent Variable Y2

The latent variable Y2 has indicators which include Y2.1, Y2.2, Y2.3, Y2.4 and Y2.5. In detail the description of variable Y2 is as follows.

Table 11:- Description Of Indicators Of Variables Organizational Performance Y2.

No	Question Y2 Organizational Performance	Question					Mean	Std. Deviasi
		1	2	3	4	5		

1	Y2.1 Productivity						3.280	0.944
	Y2.1.1 PNTL in carrying out their duties experienced an increase in the number of people served	4	19	85	27	22	3.28	.939
	Y2.1.2 PNTL in carrying out their duties expands the types of services	5	18	80	32	22	3.31	.959
	Y2.1.3 PNTL in carrying out their duties shortens the time to complete the work	4	19	85	30	19	3.26	.914
	Y2.1.4 PNTL in carrying out their duties gives satisfaction to the community	6	17	85	27	22	3.27	.963
2	Y2.2 Quality of service						3.238	0.917
	Y2.2.1 In carrying out its duties, the PNTL tries not to make mistakes	4	19	85	30	19	3.26	.914
	Y2.2.2 The PNTL in carrying out its duties was successful as planned	4	30	74	27	22	3.21	.994
	Y2.2.3 PNTL is thorough in carrying out work	4	19	85	40	9	3.20	.820
	Y2.2.4 PNTL in carrying out their duties on time	4	19	85	27	22	3.28	.939
3	Y2.3 Responsiveness						3.258	0.930
	Y2.3.1 The PNTL in carrying out its duties meets the needs of the community	4	19	73	39	22	3.36	.954
	Y2.3.2 In carrying out its duties, the PNTL gives priority to things that become priorities	4	16	88	27	22	3.30	.923
	Y2.3.3 PNTL in carrying out their duties listens to the aspirations of the community	9	21	73	43	11	3.17	.946
	Y2.3.4 PNTL in carrying out their duties gives satisfaction to the community	4	24	79	36	14	3.20	.897
4	Y2.4 Responsibility						2.815	0.890
	Y2.4.1 PNTL in carrying out their duties is based on the applicable regulations	7	40	76	34	0	2.87	.798
	Y2.4.2 PNTL in carrying out their duties in accordance with the authority they have	33	14	76	34	0	2.71	1.033
	Y2.4.3 PNTL gives attention to its members so that they work according to their duties	8	39	72	38	0	2.89	.829
	Y2.4.4 In carrying out its duties, the PNTL does not waste State money.	16	35	72	34	0	2.79	.899
5	Y2.5 Accountability						2.910	0.799
	Y2.5.1 PNTL in carrying out their duties makes a fast service policy	7	40	76	34	0	2.87	.798
	Y2.5.2 The PNTL in carrying out its duties puts the public interest first	6	40	75	34	2	2.91	.819
	Y2.5.3 PNTL in providing services does not discriminate against the community	7	36	75	39	0	2.93	.810
	Y2.5.4 The PNTL is accountable for	7	31	85	34	0	2.93	.769

	its duties to the community							
Y2							3.100	0.896

Source: Data processed, 2022

Based on the table above, Y2 gives an average value of 3,100 and a standard deviation of 0,896 which means that overall the respondents tend to strongly agree with the statements in variable Y2. This is supported by the Y2.1 indicator with an average value of 3.280 and a standard deviation of 0.944, and item Y2.1.2 with an average value of 3.31 and a standard deviation of 0.959. Furthermore, it is also supported by Y2.3 with an average value of 3.258 and a standard deviation of 0.930, and item Y2.3.1 with an average value of 3.36 and a standard deviation of 0.954.

Conclusion:-

Based on the results of the study analysis and discussion, the following conclusions can be drawn;

1. Strategic Leadership has a significant positive effect on Organizational Performance. Thus Strategic Leadership has a direct effect on Organizational Performance, which means that every time there is an increase in Strategic Leadership it will increase Organizational Performance. The results of this test indicate that the success of an organization in improving its performance also depends on the existing leadership in the organization. Good leadership in the PNTL will improve organizational performance. Ministries must have visionary leaders, leaders who can manage the changes that occur both internally and externally to the organization, leaders who can build relationships between leaders and subordinates, leaders who have the ability to think strategically, and leaders who can build trust from other people will be able to build a strong sense of belonging to members of the organization which will ultimately support the organization in achieving its goals, namely increasing organizational performance. The results of this study are in line with Philips & Burbach (2010), Serfontein & Hough (2011), and Pazireh et. al (2014).
2. Organizational Learning has a significant positive effect on Organizational Performance. Thus Organizational Learning has a direct effect on Organizational Performance, which means that every time there is an increase in Organizational Learning it will affect an increase in Organizational Performance. The results of this study indicate that it is increasingly important for organizations to adopt organizational learning, and that such things can help contribute to organizational performance. However the ability to learn does not naturally and easily occur in organizations, for that it is very important that organizations ensure that resources are allocated and efforts are made to embed learning within the organization. Thus it is very important that the PNTL as a public institution like any other organization can become a learning organization to ensure that the goals of the organization are achieved. As stated above that many studies have shown that learning organizations have a significant impact on organizational performance. The results of this study are in line with Khandekar & Sharma (2006), Hussein et. al (2014), Ratna et. al (2014).
3. Organizational Culture has a significant positive effect on Organizational Performance. Thus Organizational Culture affects Organizational Performance, which means that every time there is an increase or increase in Organizational Culture it will affect Organizational Performance. The results of this research indicate that organizational culture influences organizational performance in the PNTL due to Timor-Leste's long history of experiencing political and military conflicts. The experience of these conflicts resulted in the culture in every organization being commonplace for the community and especially for the police. So that organizational performance is determined more by conflict resolution both political and military rather than organizational culture. The results of this study are in line with previous research conducted by Reza (2010), Khan et. al (2015).

The conclusion of the results of this study is to strengthen the findings of previous studies such as:

- 1) Strategic Leadership has a significant positive effect on Organizational Performance, Philips & Burbach (2010), Serfontein & Hough (2011), and Pazireh et. al (2014).
- 2) Organizational Learning has a significant positive effect on Organizational Performance, Khandekar & Sharma (2006), Hussein et. al (2014), Ratna et. al (2014).
- 3) This study found research results that were different from previous research results where Organizational Culture had a significant effect with a positive direction on Organizational Performance received. So this study supports the results of previous studies such as: Reza (2010), Khan et. al (2015). The results of this study actually support the results of Shodiqin & Mindarti's (2015) research which states that Organizational Culture has no significant effect in a positive direction on Organizational Performance.

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