



The impact of organizational commitment on employees' organizational citizenship behavior in the north Sumatra regional police's professional and security division

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Abstract

One of the several governmental agencies in the Republic of Indonesia, the National Police has the responsibility and function of serving the community in order to build a society that is secure, just, and prosperous. The fact is that it is frequently discovered that each employee's devotion is a key component in attaining corporate goals, even when they may occasionally believe that these goals do not align with the organization's vision and mission. This study's empirical goal is to determine how organizational commitment and job satisfaction affect organizational citizenship behavior (OCB) among the North Sumatra Regional Police's professional and security field personnel. 165 employees made up the study's population and the 165 employees who participated in the study's sample were chosen using the total sampling technique. Data analysis was done using the t test, F test, multiple linear regression test, and determination test. Data gathering methods included surveys and documentation. A significance value of 0.002 0.05 in the data indicated a significant relationship between organizational commitment and organizational citizenship behavior (OCB). Thus, it can be said that organizational commitment and organizational citizenship behavior (OCB) in the Professional and Security Field staff of the North Sumatra Regional Police have a major impact on one another.

Keyword: Organizational citizenship behavior, organizational commitment, north Sumatra regional police

Introduction

The organization depends heavily on a variety of circumstances to achieve its intended aims. The role of human resources, in addition to behavior and effectiveness at work, can have an impact on organizational success (Setyawan and Sriathi) ^[19]. An organization's sustainability depends on its human resources. When an organization is run by skilled and competent human resources, it can be used to gauge how well it is performing a range of tasks or duties.

Police is one of the large organizations owned by a country to maintain domestic security, which is carried out by carrying out police functions. These functions include maintaining security, order, law enforcement, protection, and service to the community by upholding human rights (Batilmurik *et al.*) ^[2].

Unfavorable behavior and not caring about colleagues in the organization can reduce task performance or organizational performance and this behavior contributes less to the organization in the form of increasing co-worker productivity, increasing leadership productivity, not helping to maintain group functions, less effective in coordinating group activities work, not increasing the ability of the organization to attract and retain the best personnel, not increasing the stability of the organization and not increasing the ability of the organization to adapt to environmental changes.

Even though the behavior of personnel who are carried out voluntarily to help or carry out other tasks outside of their main duties, in order to achieve organizational goals is known in psychology with the concept of organizational citizenship behavior (OCB). The same thing was found in Bidpropam personnel based on the results of observations that could be seen from several aspects of organizational

citizenship behavior, it was found that some personnel did not want to offer assistance and help their colleagues in carrying out other tasks. Personnel do not play an active role in the organization, show selfless participation and do not provide support to the organization to improve the quality of the work undertaken, as the willingness of personnel to be involved in routine and non-routine matters in the organization to create a good impression of the organization (Fitria *et al.*) ^[6]. As for examples, such as personnel who lack enthusiasm in attending events and meetings, and do not participate in Bidpropam activities.

The same behavior is also seen in other parts of the police organization, such as what happened in the professional and security divisions within the North Sumatra Regional Police organization. This section is one of many sections that have different duties and functions, but what is the center of attention is the unhelpful behavior between personnel in carrying out their duties, where there are personnel who selflessly help other personnel such as not wanting to provide information according to regulations when an error occurs in each task or can also be seen as refusing to replace the guard on duty, and this exceeds the minimum standard of duties set out in the existing rules.

Meanwhile, based on the results of observations and interviews with several personnel in the field of profession and security for the North Sumatra regional police, they felt dissatisfied with their placement in their field of work. Then it feels unfair to some personnel because the nature of the organization in that section is governed by an information system or orders from top to bottom so that they cannot do anything except follow the existing directions and this can also provide opportunities for dishonesty and lack of creativity generated by personnel in these departments.

Bidpropam's duties in general are to foster and carry out the functions of professional accountability and internal security including upholding discipline and order within the Police and serving public complaints regarding irregularities in the actions of Polri personnel/PNS. From the organizational structure and working procedures, Propam consists of 3 (three) functional areas in the form of sub-organizations, namely the professional accountability function is under the responsibility of the Wabprof Bureau, the security function in the internal environment of the Polri organization is under the responsibility of the Paminal Bureau and the Provos function in the enforcement of discipline and order within the Police is under the responsibility of the Provos Bureau. The researcher is interested in analyzing how organizational commitment affects organizational citizenship behavior in the Professional and Security Division of the North Sumatra Regional Police based on the description that has been presented above.

Material & Methods

Quantitative techniques are used in this study. According to Sugiyono (2015)^[20], the quantitative method is a positivist-based research methodology that is used to analyze particular populations or samples. Data collection involves the use of research instruments, and data analysis is quantitative or statistical with the goal of testing pre-existing hypotheses. Multiple linear regression analysis is the quantitative methodology employed in this investigation. A comprehensive sampling strategy was utilized to choose the research sample, making use of the entire population. The sample in this study was 165 personnel for the Professional and Security Division of the North Sumatra Regional Police, who were taken from the total population. The sort of data used in this study is quantitative data or data in the form of numerical findings from the questionnaires that were given to study participants. Data collection methods in research activities have the aim of uncovering facts about the variables to be studied. The data in this study were obtained through a scale instrument. According to Kristiwardhana *et al.* (2017)^[8] a psychological scale is a measurement tool that measures aspects or attributes of psychological samples through behavioral indicators which are translated into question or statement items. Statement items in the psychological measurement tool are made into two groups of items, namely items in the form of positive or favorable statements and items in the form of negative or unfavorable statements. The scale in this study is closed, this is done because the respondents have different knowledge and experience and to prevent information from spreading. The score or value measurement technique used in this study is using a Likert scale. Using SPSS version 23 for Windows, data processing techniques were used in this study. An assumption test, which involves a normalcy test, a linearity test, and lastly a hypothesis test, is conducted first before data analysis is carried out. The determinant coefficient (R Square) in linear regression analysis is used in this study's hypothesis test. The influence that the independent variables (X1 and X2) have on the dependent variable (Y) is represented by the coefficient of determination (R Square), also known as R².

Results and Discussions

Organizational Commitment

Compared to job satisfaction, organizational commitment is the best predictor of change; a person with organizational commitment will put more effort into change projects to cultivate a growth-oriented mindset (Pramadani)^[15]. Alternatively, the theory claims that organizational commitment is the behavior of employees who are interested in the organization's values and goals as demonstrated by the individual's acceptance of those values and goals, desire to be associated with the organization, and willingness to put in a lot of effort for the organization in order to make people feel at home and still want to survive. to fulfill organizational objectives and maintain continuity throughout the organization (Rahayu)^[17].

Oktavian *et al.* (2021)^[13] describe organizational commitment as a work attitude displayed by staff members taking sides with a certain organization and its aims and intending to maintain their place in that organization. According to a different theory, commitment is defined as a person's strong support for and involvement in a specific organization (Tarigan)^[21]. In contrast, commitment is a propensity to be tied to a constant course of action because it weighs the costs of engaging in other activities (such as quitting work).

Organizational commitment, according to Oktavian *et al.* (2021)^[13], is a work attitude that represents each person's attitudes (likes or dislikes) toward the organization in which he works. The ability to recognize one's connection with a particular aspect of an organization as a result of their organizational commitment is demonstrated by their acceptance of its ideals and aims, their readiness and willingness to put in a lot of effort, and their desire to advance within the company. Additionally, organizational commitment refers to a person's interest in the objectives, values, and goals of their company as well as their willingness to put up the necessary effort to realize those objectives (Rachmawati, 2019)^[16].

On the other side, organizational commitment is demonstrated by a positive attitude, a firm belief in the principles and objectives of an organization, as well as a strong desire to continue being a member of the organization in order to further those objectives (Dani)^[5].

According to the definition given above, organizational commitment is defined as a person's involvement with an organization's beliefs, regulations, and goals as well as his desire to retain his place within the organization. everything that fosters an organization's expansion and development while maintaining its commitment to its vision and goal.

Based on the results of the validity test of the organizational commitment scale, it shows that out of 18 statement items, there is 1 item that is invalid or has a Corrected Item-Total Correlation score (difference index) < 0.360, namely item number 17 and 17 other items are valid with a Corrected Item-Total score. Correlation (difference power index) ≥ 0.360. Furthermore, from the reliability test using the Alpha Cronbach formula, the *r_t* result was 0.895. From these results it can be stated that the organizational commitment scale is reliable or can be trusted or can be relied upon to be used at other times. The following table is the distribution of valid items from organizational commitment after being tested.

Table 1: Distribution of Organizational Commitment Items After the Trial

No	Aspects	Item Distribution				Total
		Favourable		Unfavourable		
		Valid	Fail	Valid	Fail	
1	Affective commitment	1, 2, 3, 4	-	5, 6	-	6
2	Normative Commitment	8, 9, 10	7	11, 12, 13	-	6
3	Continuance commitment	14, 15, 16		17, 18	-	5
TOTAL		10	1	7	0	17

Organizational Citizenship Behaviour (OCB)

Individual conduct that benefits the organization as a whole is referred to as organizational citizenship behavior. Organizational citizenship behavior is a behavior that, if practiced, will have a positive impact on the organization even though it is not explicitly prohibited by the formal rules of the organization (Moorhead and Griffin)^[11].

Employees who have social sensitivity are manifested by helping each other in work activities, the desire to participate in work groups and teams, have the morale and awareness to achieve individual and company goals without doing things that are detrimental to employees (Ilmih)^[7].

Employees that add value to the tasks they are given and provide value to the company are said to exhibit organizational citizenship behavior, which is also known as extra-role behavior because the activity goes beyond the scope of the employee's primary responsibilities (Bustomi *et al.*)^[3].

According to Luthans (in Adolfina, 2014)^[11] Individual

behavior that promotes efficient organizational functioning and is free to select, not explicitly or directly governed by a formal reward structure is referred to as organizational citizenship behavior. Organizational citizenship conduct is a choice, implicitly or overtly acknowledged by everyday job responsibilities, but taken collectively, it can enhance the organization's efficiency.

Based on the results of the organizational citizenship behavior (OCB) scale test, it shows that of the 30 item statements, there are 2 items that fall. Namely item number 7 and 13 or those that were dropped because they had a Corrected Item-Total Correlation score (difference power index) < 0.360 and 28 other items were declared valid with a Corrected Item-Total Correlation score (difference power index) ≥ 0.360. Furthermore, from the reliability test using the Alpha Cronbach formula, the result was 0.931. From these results it can be stated that the organizational citizenship behavior scale is reliable or can be trusted and can be relied upon to be used at other times.

Table 2: Distribution of Statement Items Post Trial Organizational Citizenship Behavior (OCB) Scale

No	Aspects	Item Distribution				Total
		Favourable		Unfavourable		
		Valid	Fail	Valid	Fail	
1	<i>Altruism</i>	1, 2, 3	-	4, 5	-	5
2	<i>Civic Virtue</i>	6, 8	7	9, 10	-	4
3	<i>Conscientiousness</i>	11, 12, 14	13	15, 16, 17	-	6
4	<i>Courtesy</i>	18, 19, 20, 21	-	22, 23, 24	-	7
5	<i>Sportsmanship</i>	25, 26, 27	-	28, 29, 30	-	6
TOTAL		13	2	15	0	28

Source: research results

Looking at the test results of the organizational commitment scale, it is known that out of 18 statement items there is 1 statement which is invalid so that there are 17 valid items. Then for the organizational citizenship behavior (OCB) scale it is known that out of 30 statement items, there are 2 statements which are invalidated, and valid item is 28.

Organizational Commitment's impact on corporate citizenship conduct

According to some prior studies on the relationship between organizational commitment and organizational citizenship behavior (OCB), organizational commitment has a favorable impact on OCB (Vanya Chairiyah Fitri *et al.*)^[22]. Organizational commitment and organizational citizenship conduct are directly correlated, with the level of organizational commitment being directly correlated with the level of organizational citizenship behavior (Mahayasa *et al.*)^[10].

This study supports academic studies' findings that organizational commitment influences organizational citizenship behavior in a favorable way (Yulianto *et al.*)^[23]. The most important factor that strongly explains employees' organizational citizenship behavior is organizational

commitment (Rino)^[18]. Organizational commitment has a favorable impact on organizational citizenship behavior. According to Danendra and Mujiati (2016)^[4], organizational citizenship behavior increases with organizational commitment. As a result, organizational citizenship behavior is frequently mediated by organizational commitment (Piyandini *et al.*)^[14].

Better coworker relationships enable employees to get jobs that require a high level of commitment, which can then boost organizational citizenship behavior generally throughout the organization (Rahayu)^[17]. The finding that commitment to a team increases the likelihood of engaging in citizenship behavior for employees with higher commitment provides important insights about the potential benefits of commitment to organizational citizenship behavior as a whole (Vanya Chairiyah Fitri *et al.*)^[22].

According to the results of the second hypothesis test (H2), organizational commitment has a positive and significant impact on organizational citizenship behavior (OCB) for professional and security personnel in the North Sumatra Regional Police. This is demonstrated by the partial test (t test) findings, where tcount > ttable has a value of 6,932 > 1,974 and the significance level is p = 0.002 0.050.

Organizational commitment has a 42.8% positive impact on organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) for employees in the Professional and Security Division of the North Sumatra Regional Police will rise as organizational commitment does.

According to the study's findings, the feature of affective commitment of organizational commitment has the highest score and has the greatest influence on organizational citizenship behavior (OCB). Employees who are emotionally connected to the organization and share its vision and mission with its organizations will behave more civically. This is shown by the attitude of personnel who have responsibility for their work. Even though they have a fairly heavy workload, the personnel try to carry out their duties properly.

This study supports Kurniawan (2015) ^[9] findings, according to which there is a positive and significant relationship between organizational commitment and organizational citizenship behavior (OCB). When an employee joins an organization, they must support its objectives and goals in order to remain a member of the organization. This is known as organizational commitment. Organizational commitment is defined as a firm belief in and acceptance of organizational values, a willingness to put in significant effort, and a commitment to maintaining membership in the organization in question, indicating that there is a strong psychological connection between the organization's members and themselves (Nurmaningroum) ^[12].

This is consistent with Kurniawan (2015) ^[9] study, which found that organizational commitment influences organizational citizenship behavior favorably. Employee organizational citizenship conduct will increase with their level of engagement to the company. Organizational commitment, according to Moorhead & Griffin (2013) ^[11], is a mindset that depicts how much a person understands and is devoted to his organization. A person with a high level of devotion will probably consider themselves to be true members of the organization. As a result of a continuous process in which individuals of the organization exhibit concern for the organization's success and advancement, it can be described as an attitude that reflects employee loyalty to the organization.

Organizational commitment significantly influences organizational citizenship behavior (OCB), according to the study's findings. The study's findings are validated and confirmed by earlier studies that reached similar conclusions. This can be taken to mean that employees' organizational commitment can result in organizational citizenship behavior (OCB) that is improving. Organizational commitment is described as a work attitude by Oktavian *et al.* (2021) ^[13] as an attitude of favoring a certain organization with its objectives and aiming to retain one's place in that organization. According to a different theory, commitment is the degree of acceptance and participation.

Conclusion

According to the study's findings, an institution with a high level of organizational commitment will exhibit organizational citizenship behavior (OCB). If organizational citizenship behavior (OCB) is ingrained in the workforce, the workers will be highly devoted to the organization in

which they are employed and will innately feel secure and at ease doing their jobs. In other words, personnel who are committed to their organization in completing their responsibilities as a personnel, then these personnel voluntarily carry out other tasks which are basically outside their responsibilities for the betterment of their agency and feel proud of their agency. Organizational commitment influences organizational citizenship behavior (OCB) in a favorable and significant way. Organizational commitment has a positive and significant influence on organizational citizenship behavior in the Professional and Security Division staff of the North Sumatra Regional Police. This is because all dimensions of organizational citizenship behavior (OCB) are positively influenced by organizational commitment and job satisfaction.

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