

The Effect of Organizational Commitment and Organizational Culture on Police Members' Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable

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Abstract. The performance of police personnel is a critical determinant of the effectiveness of public service delivery, law enforcement, and the maintenance of public order. Enhancing employee performance requires not only technical competence but also strong organizational commitment, a supportive organizational culture, and voluntary behaviors that contribute beyond formal job responsibilities. This study aims to analyze the effects of organizational commitment and organizational culture on the performance of police officers, with Organizational Citizenship Behavior (OCB) serving as an intervening variable. A quantitative research approach with a descriptive survey design was employed. The study was conducted at the Kerinci Police Resort (Polres Kerinci), involving a population of 305 police personnel. Using proportional random sampling based on Slovin's formula, 174 respondents were selected. Data were collected through structured questionnaires and analyzed using path analysis with SPSS to examine both direct and indirect relationships among variables. The findings indicate that organizational commitment significantly influences OCB and police performance. Organizational culture also has a significant positive effect on OCB and employee performance. Furthermore, OCB significantly enhances police performance and acts as a mediating variable in the relationships between organizational commitment, organizational culture, and performance. The model demonstrates substantial explanatory power, with organizational commitment and organizational culture explaining 79.0% of the variance in OCB, while organizational commitment, organizational culture, and OCB jointly explain 72.0% of the variance in police performance. These findings highlight the strategic importance of strengthening organizational commitment, fostering a positive organizational culture, and encouraging OCB to improve the effectiveness and professionalism of police organizations. The study contributes to the literature on public sector human resource management by providing empirical evidence on the mediating role of OCB in enhancing police performance.

Keywords: Organizational Commitment; Culture; Citizenship Behavior; Police Performance

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INTRODUCTION

In the era of globalization and continuously evolving social dynamics, the POLRI (Indonesian National Police) institution faces complex challenges in carrying out its duties and functions. As the frontline force in maintaining public security and order, the performance of POLRI members is a crucial factor in determining the effectiveness of public service delivery. Optimal performance is not solely determined by technical capabilities, but also by internal organizational factors such as organizational commitment and culture that are embedded within each member.

Organizational commitment reflects the level of emotional attachment and loyalty of members toward the institution in which they serve. According to Meyer & Allen (1991), organizational commitment consists of three main dimensions: affective, normative, and continuance, which collectively influence the extent to which individuals are willing to contribute maximally to the organization. High organizational commitment within POLRI can motivate members to go beyond their formal duties, demonstrate dedication, and maintain integrity in every action they take.

Organizational culture represents a system of shared values, norms, and beliefs that influence the behavior of organizational members. As proposed by Schein (2010) a strong organizational culture has the potential to shape individual conduct, foster a collective identity, and strengthen team cohesion. Within the POLRI context, a culture centered on professionalism, integrity, and public service can serve as a key driver in achieving high-level performance.

However, the relationship between organizational commitment, organizational culture, and performance is not always direct. Organizational Citizenship Behavior (OCB) emerges as an intervening variable that mediates the influence of these two factors on performance. OCB refers to discretionary behaviors that are not explicitly required by job descriptions but contribute to overall organizational effectiveness. As defined by Organ (1988), OCB is "individual behavior that is voluntary, not directly or explicitly recognized by the formal reward system, and in aggregate, promotes the effective functioning of the organization".

Previous studies have shown that OCB plays a significant role in enhancing the performance of police personnel. Ratnasari (2017), in her research conducted at Poltabes Barelang, found that OCB dimensions such as compliance, participation, and loyalty have a positive influence on police personnel performance. Participation, as one of the OCB dimensions, even emerged as the dominant factor affecting member performance.

In addition, a study by Anam (2017) conducted at Polres Jombang revealed that organizational commitment and interpersonal communication significantly influence Organizational Citizenship Behavior (OCB), which in turn affects employee performance. Regression analysis results indicate a positive and significant effect of Organizational Commitment on Organizational Citizenship Behavior (OCB).

It is important for Polres Kerinci to understand the dynamics between organizational commitment, organizational culture, and OCB to enhance member performance. Considering findings from previous studies, this research aims to analyze the influence of organizational

commitment and organizational culture on the performance of POLRI members, with OCB serving as an intervening variable. It is expected that the findings of this study can contribute to the formulation of strategies for improving performance through strengthening commitment, fostering a positive organizational culture, and promoting OCB within Polres Kerinci.

Law of the Republic of Indonesia Number 2 of 2002 Concerning the National Police of the Republic of Indonesia (2002). Article 5, paragraph (1) of the law states: "The Indonesian National Police is a state apparatus responsible for maintaining public security and order, enforcing the law, and providing protection, guidance, and service to the community to uphold internal security". Furthermore, Article 28 emphasizes that POLRI members must remain neutral in political life and shall not engage in practical political activities, reflecting the importance of integrity and professionalism in carrying out their duties.

Regulation of the Chief of the Indonesian National Police Number 16 of 2011 Concerning Performance Appraisal for Civil Servants in the Indonesian National Police (2011) through a Performance Management System, which stipulates that the performance appraisal of POLRI members is conducted systematically and continuously to ensure performance objectivity and accountability. Moreover, Regulation of the Chief of the Indonesian National Police Number 18 of 2012 Concerning the Preparation of Key Performance Indicators within the Indonesian National Police (2012) emphasizes the importance of developing key performance indicators as a measurement tool for achieving the organization's strategic objectives.

Therefore, this study is not only academically relevant in the development of human resource management and organizational behavior theories but also carries practical implications for improving the performance of POLRI members through the strengthening of organizational commitment, the cultivation of a positive organizational culture, and the promotion of OCB as an intervening variable. The findings of this research are expected to serve as a basis for the leadership of Polres Kerinci in formulating effective and sustainable policies and strategies to enhance the performance of POLRI personnel.

METHODS

The method employed in this study is quantitative research, with a descriptive research approach. The purpose of descriptive research is to depict the characteristics of a given fact or ongoing phenomenon. Descriptive research focuses on real-world issues, and the researcher aims to describe the event as it occurs, without applying any specific treatment or intervention (Juliansyah, 2015). The research was conducted at the Kerinci Police Station (Polres Kerinci), located at Jl. Depati Parbo, Karya Bakti, Pondok Tinggi District, Sungai Penuh City, Jambi 37114,

Indonesia. The type of research conducted in this thesis is quantitative research, with a descriptive research approach. A research variable is an attribute, characteristic, or value of a person, object, organization, or activity that has certain variations and is determined by the researcher for study and subsequent conclusion (Sugiyono, 2013, p. 96). This study employs three variables: independent variable, dependent variable, and intervening variable. Data (singular: datum) refers to pieces of information or facts concerning a particular research object, obtained from the research setting (Bungin, 2004, p. 119). The definition of data is like that of information; however, while information emphasizes its function in service or communication, data highlights its material aspect.

In the view of Ghozali (2018), a normality test is conducted to determine whether the error terms or residuals in a regression model are normally distributed. It is well known that the t -test and F -test assume that the residuals follow a normal distribution. If this assumption is violated, the statistical tests become invalid, particularly for small sample sizes. The method used in this study to detect the normality of data distribution is the Kolmogorov-Smirnov (K-S) test. As stated by Sugiyono & Susanto, p. (2015, p. 323) , the linearity test is used to determine whether a significant linear relationship exists between the dependent and independent variables. This test can be performed using a test of linearity. The criterion applied is that if the significance value for linearity is ≤ 0.05 , it indicates that there is a linear relationship between the independent and dependent variables.

RESULT AND DISCUSSION

Since data analysis in this study employs statistical testing through path analysis, it is necessary to conduct prerequisite analysis tests to ensure that the results are valid and reliable for drawing conclusions. The prerequisite tests carried out in this research include normality test, linearity test, and significance tests of the regression equation.

Normality Test

The normality test is conducted to examine the assumption that the sample distribution of estimation errors originates from a normally distributed population. The normality test technique used in this study is the Kolmogorov-Smirnov test. The researcher employs the Monte Carlo exact test to perform the Kolmogorov-Smirnov test at a 95% confidence level. According to Ghozali (2018), the decision-making criteria for the normality test using the Monte Carlo exact test are as follows:

If the significance probability is greater than 0.05, the data being tested is normally distributed.

If the significance probability is less than or equal to 0.05, the data being tested is not normally distributed.

The normality test conducted on the respondents, covering the variables Organizational Commitment (X1), Organizational Culture (X2), OCB (I), and Performance (Y), yielded the following results in table 1.

**Table 1. Summary of Normality Test Analysis
One-Sample Kolmogorov-Smirnov Test**

		Unstandardize dResidual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.25140215
Most Extreme Differences	Absolute	.114
	Positive	.114
	Negative	-.086
Test Statistic		.114
Asymp. Sig. (2-tailed)		.018 ^c
Monte Carlo Sig. (2- tailed)	Sig.	.266 ^d
	99% Confidence Interval	Lower Bound .255
		Upper Bound .278

Significance Test of Regression Coefficients

Regression equation analysis is conducted to determine whether there is a significant combined effect of the exogenous variables on the dependent variable. This allows the regression equation to be used for hypothesis testing within a path analysis model. The decision rule is as follows: if the calculated F -value significance is less than or equal to 0.05, the regression equation is considered statistically significant. Conversely, if the significance of the F -value is greater than 0.05, the regression equation is considered not significant. However, if the regression results are found to be significant or highly significant, they can be used for hypothesis testing in the path analysis model. Based on the analysis performed using SPSS Version 16.00, the results are presented in table 2.

Table 2. Regression Variance Analysis of Sub-Structure 1: The Effect of Organizational Commitment (X₁) and Organizational Culture (X₂) on OCB (I)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	744.806	2	372.403	135.29	.000
	Residual	198.181	72	2.753	5	b
	Total	942.987	74			

Based on the regression analysis regarding the influence of organizational commitment (X₁) and organizational culture (X₂) on Organizational Citizenship Behavior (OCB or I), as presented in Table 4.5 above, it can be observed that the significance value for the regression equation of X₁ and X₂ on I is 0.000, which is less than $\alpha = 0.05$. Therefore, the hypothesis is accepted. This indicates that both organizational commitment (X₁) and organizational culture (X₂) have a statistically significant effect on OCB (I), fulfilling the requirement for hypothesis testing using the path analysis model.

Table 3. Regression Variance Analysis of Sub-Structure 2: The Effect of Organizational Commitment (X₁), Organizational Culture (X₂), and OCB (I) on Police Members' Performance (Y)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	964.455	3	321.485	60.8	.00
	Residual	375.092	71	5.283	53	0b
	Total	1339.547	74			

Based on the regression analysis regarding the influence of Organizational Commitment (X₁), Organizational Culture (X₂), and OCB (I) on Performance (Y), as presented in Table 4.6 above, it can be observed that the significance value for the regression equation of X₁, X₂, and I on Y is 0.000, which is less than $\alpha = 0.05$. Therefore, the hypothesis is accepted. This indicates that Organizational Commitment (X₁), Organizational Culture (X₂), and OCB (I) have a statistically significant combined effect on Performance (Y), fulfilling the requirement for hypothesis testing using the path analysis model.

For clarity, the F-test results are presented in the summary of the regression equation in table 4.

Table 4. Summary of F-Test Results

No	Path Relationship	Significance Value	Conclusion	Notes
1.	Organizational Commitment (X_1) and Organizational Culture (X_2) on OCB (I)	0.000	Significant	There is a significant relationship between organizational commitment and organizational culture with OCB. With <i>R Square</i> = 0.790
2.	Organizational Commitment (X_1), Organizational Culture (X_2), and OCB (I) on Performance (Y)	0,000	Significant	There is a significant relationship between Organizational Commitment, Organizational Culture, and OCB with Performance. With <i>R Square</i> = 0.720

Definition of Variables:

X_1 = Leadership Variable

X_2 = Organizational Culture Variable

I = Organizational Citizenship Behavior (OCB) Variable

Y = Performance Variable

Hypothesis Testing

After conducting the prerequisite analysis tests as part of the research study, the researcher proceeded with hypothesis testing. This was carried out through the following steps:

Based on the results of the theoretical review, a conceptual framework in the form of a conceptual model can be formulated, along with research hypotheses, illustrating the paradigm or model of relationships among the variables.

The following hypotheses are formulated based on the conceptual model:

- 1) There is a direct effect of (X_1) on (I)
- 2) There is a direct effect of (X_2) on (I).
- 3) There is a direct effect of (I) on (Y).
- 4) There is a direct effect of (X_1) on (Y)
- 5) There is a direct effect of (X_2) on (Y).
- 6) There is an indirect effect of (X_1) on (Y) through (I)
- 7) There is an indirect effect of (X_2) on (Y) through (I)

Table 5. Coefficients

Model		Unstandardize d Coefficients		Standardize d Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	7.905	2.873		2.751	.008			
	X1	.527	.197	.462	2.672	.009	.788	.302	.168
		.345	.180	-.297	-1.920	.059	.697	-.222	-.121
		.807	.163	.677	4.940	.000	.832	.506	.310

Stage 2 Regression Beta $X_1Y = 0,462$ ($t = 2.672$) = X_1y

Stage 2 Regression Beta $X_2Y = -0,297$ ($t = -1.920$) = X_2y

Stage 2 Regression Beta $X_1Y = 0,677$ ($t = 4.940$) = iy

Note:

Beta = Standardized regression coefficient, used as the path coefficient

X_1i = Path coefficient between X_1 and I

X_2i = Path coefficient between X_2 and I

X_1y = Path coefficient between X_1 and Y

$Y X_2y$ = Path coefficient between X_2 and Y

iy = Path coefficient between I and Y

Table 6. Summary of Direct and Indirect Effects Analysis: Exogenous Variables on Endogenous Variables

No	Description	Direct	Indirect
1.	Direct effect of (X_1) on (I)	0,396	-
2.	Direct effect of (X_2) on (I)	0,079	-
3.	Direct effect of (I) on (Y)	0,460	-
4.	Direct effect of (X_1) on (Y)	0,213	
5.	Direct effect of (X_2) on (Y)	0,088	-
6.	Indirect effect of (X_1) on (Y) through (I)	-	0,196
7.	Indirect effect of (X_2) on (Y) through (I)	-	-0,059

Testing of Indirect Effects (*Intervening Analysis*)

1. The indirect effect of leadership style (X_1) on Performance (Y) through OCB (I):

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

$$S_{ab} = \sqrt{(0,677)^2 \times (0,123)^2 + (0,628)^2 \times (0,163)^2 + (0,123)^2 \times (0,163)^2} S_{ab} \\ = \sqrt{0,01781441034}$$

$$S_{ab} = 0,133$$

$$t = \frac{ab}{S_{ab}}$$

$$S_{ab}$$

$$t = \frac{0,628 \times 0,677}{0,133}$$

$$0,133$$

$$t = 3,196$$

2. The indirect effect of organizational culture (X_2) on Performance (Y) through OCB (I):

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

$$S_{ab} = \sqrt{(0,677)^2 \times (0,126)^2 + (0,279)^2 \times (0,163)^2 + (0,126)^2 \times (0,163)^2} S_{ab} \\ = \sqrt{0,00976639818}$$

$$S_{ab} = 0,098$$

$$t = \frac{ab}{S_{ab}}$$

$$S_{ab}$$

$$t = \frac{0,279 \times 0,677}{0,098}$$

$$0,098$$

$$t = 1,927$$

This study demonstrates that organizational commitment, organizational culture, and Organizational Citizenship Behavior (OCB) have a significant influence on the performance of police members at Polres Kerinci, both directly and indirectly. Organizational commitment serves as a key factor in enhancing both OCB and overall performance, while organizational culture exerts a stronger influence through its effect on OCB. These findings support the theories of Meyer & Allen (1991) and Schein (2010), which emphasize the importance of organizational commitment and culture in fostering positive behavioral outcomes.

OCB emerges as a key driver of performance, particularly in the form of compliance, cooperation, and punctuality. However, certain aspects of OCB, such as procedural compliance and vigilance, still require reinforcement. These findings align with Law No. 2 of 2002 concerning

the Indonesian National Police, as well as Regulation of the Chief of Police No. 16 of 2011 and No. 18 of 2012 regarding performance appraisal systems.

This study emphasizes the importance of strengthening organizational commitment, work culture, and OCB within Polres Kerinci through open communication, recognition of members' contributions, and the creation of a collaborative work environment. Future research is recommended to examine external factors such as incentives and leadership styles to broaden the understanding of factors contributing to the improvement of police members' performance.

CONCLUSIONS

Based on data analysis using path analysis, this study reveals that Organizational Commitment (X_1), and Organizational Culture (X_2) have a statistically significant effect on Organizational Citizenship Behavior (OCB/I), with a significance value of 0.000 (< 0.05) and an R^2 of 0.790. Furthermore, Organizational Commitment (X_1), Organizational Culture (X_2), and OCB (I) collectively exert a significant influence on Police Members' Performance (Y), also showing a significance value of 0.000 (< 0.05) with an R^2 of 0.720. The normality test results indicate that the data are normally distributed ($p > 0.05$) based on the Monte Carlo exact test. Hypothesis testing also confirms the presence of significant direct and indirect effects among the research variables. Based on the findings, it is recommended that organizational leaders continue to enhance positive organizational commitment and culture to foster better Organizational Citizenship Behavior (OCB) within the workplace. Efforts to improve police members' performance should also focus on strengthening OCB, as it has proven to be a significant mediating variable in the influence of organizational commitment and culture on performance. Furthermore, future research may consider other potential factors influencing police performance, such as transformational leadership style, motivation levels, or working environment conditions. The implications of this study indicate that reinforcing organizational culture and improving organizational commitment are key elements in cultivating strong OCB, which ultimately leads to improved police performance. These findings also support theoretical perspectives that position OCB as a significant mediator in the relationships among variables, highlighting its importance in the development of effective public organization management strategies.

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