

The Influence of Organizational Support, Personality and Professionalism on Organizational Citizenship Behaviour (OCB) and Police Performance

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Abstract

The purpose of this study was to analyze and test the relationship between organizational support and organizational citizenship behavior (OCB), personality and organizational citizenship behavior (OCB), professionalism and organizational citizenship behavior (OCB), and organizational citizenship behavior (OCB) on police performance. This type of research is a quantitative research with a survey method or approach, the respondents of this study were 405 police officers who were determined by the simple random sampling method. Data analysis using the Structural Equation Modeling (SEM) method with SmartPLS 3.0 software will be used in the model and hypothesis testing. Data were obtained by distributing online questionnaires designed with a Likert scale of 1 to 7. The stages of data analysis in this study were validity, reliability and hypothesis testing, and significant to organizational citizenship behavior (OCB), professionalism has a positive and significant effect on organizational citizenship behavior (OCB), organizational citizenship behavior (OCB) has a positive and significant effect on Police Performance.

Keywords: Organizational Support, Personality, Professionalism, Organizational Citizenship Behavior (OCB), Police Performance

Introduction

The main task of the police is to maintain public order and security, to provide services and protect the community, in its application it must be based on applicable laws, the principles of legality and human rights. This means that every member of the police in carrying out their duties must act professionally and follow a strict and strict code of ethics, so as to avoid behavior that is hated by the public. The police are directly an example of law in society, as far as possible every police personnel is avoided from violating the law, especially lawbreakers committed by members in an effort to enforce the law. Thus, when the police behave in good ways, then the face of law in society is seen as good, but conversely, if the behavior of the police as law enforcers is dirty and corrupt, then society will see the law as something corrupt and dirty. In order to realize this, every member of the police in carrying out their duties, authorities and responsibilities must always live up to and live up to the professional ethics of the police. The attitude and behavior of the police must reflect the ethics of the police profession, so that police personnel are prevented from abuse of authority



and disgraceful acts. The fact shows that in general police performance is still not optimal, this is suspected to be the impact of low Organizational citizenship behavior (OCB). According to [Abtahi et al. \(2013\)](#) argues that individuals with the characteristics of hard work, high discipline, enterprising and responsible will have a higher performance compared to the opposite individual. Individuals with lazy or undisciplined traits are seen negatively which shows they lack motivation and responsibility at work. According to [Khan et al. \(2012\)](#) revealed that individuals who have high emotional levels (neuroticism), in general they will be more anxious and tend to focus control their emotions, so that as a result of worrying about this focus, it will have an impact on reducing the focus on performance. According to [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) aims to clarify whether the conscientiousness and agreeableness traits of personality have an influence on performance.

According to [Chiang et al. \(2012\)](#); [Dipaola et al. \(2001\)](#); [El-Kassar et al. \(2022\)](#) found that professionalism can increase job satisfaction and performance, in line with research. According to [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) there are six main components and are interrelated with each other that are directly related to performance. Six components are identified as core dimensions for competence, namely proactive, innovative, teamwork, leadership, problem solving, and technical competence. Organizational Citizenship Behavior (OCB) is individual behavior that is free to determine either directly or explicitly and is recognized by the reward system and together will encourage organizational functions to be more effective and efficient. According to [El-Kassar et al. \(2022\)](#) individuals who show organizational citizenship behavior have better performance and are willing to accept higher performance evaluations from their organizations. Leaders and employees in an organization already know the impact of behavior outside the role on the success of an organization. Therefore it is very necessary for behavior outside the role of employees as an effort to improve the quality and quantity of work that exceeds expectations, and has an impact on organizational performance. According to [Dipaola et al. \(2001\)](#) highlighted the importance of Organizational Citizenship Behaviors for all forms of organization because Organizational Citizenship Behaviors can increase organizational effectiveness.

According to [Dipaola et al. \(2001\)](#); [El-Kassar et al. \(2022\)](#) There is an influence of social characteristics, contextual characteristics, and collective efficacy on self-efficacy and organizational Citizenship Behavior. Although there are differences in the use of personality variables with self-efficacy, when looking at the indicators used, it can be seen that the indicators of self-efficacy are all included in the personality indicators used in this research. This research is also in line with the research of [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) found that conscientiousness, emotional stability, and extraversion had the same relationship with OCB and task performance, whereas openness to experience and agreeableness had a stronger relationship with OCB than task performance. The results of the meta-analysis support the notion that personality traits are more important predictors of OCB than task performance. The description results support these findings which found that personality has a significant positive effect on the Organizational Citizenship Behavior of members of the police. This result is possible because in carrying out their duties the members are always careful but still friendly, still adhere to the principles of truth, and believe in the truth and are willing to help or cooperate with others, are thorough, this is reflected in an attitude that

always tries to act based on on the police code of ethics, has a high sense of responsibility and is tidy at work.

The purpose of this study is to analyze and test the relationship between organizational support on organizational citizenship behavior (OCB), personality on organizational citizenship behavior (OCB), professionalism on organizational citizenship behavior (OCB), Organizational citizenship behavior (OCB) on police performance.

Literature Review

Organizational Support

According to [Supriadi et al. \(2016\)](#); [Setyoko et al. \(2022\)](#) to meet socio-emotional needs and assess the benefits of improving employee work creates perceptions about conditions when organizations value their contributions and care about their lives. The OS will increase employees' feelings of obligation to help the organization achieve its goals, affective commitment to the organization, and expectations that good performance will be rewarded. Organizational support theory [Xu et al. \(2022\)](#); [Yansyah et al. \(2022\)](#) stated that to determine organizational readiness for work rewards to increase and meet socio-emotional needs, employees create global beliefs about conditions when the organization values their contribution and cares about their lives. Specifically, perceived organizational support is influenced by the frequency, extremity, and seriousness of praise and approval. Other rewards, such as pay, ranking, job enrichment, and influence on organizational policies, can influence perceived support, because this can result in positive evaluations by the organization towards employees.

Personality

Personality as the sum total of the ways an individual reacts and interacts with others, According to [Purwanto \(2020\)](#) a person's ability to help others. Others are influenced by personality and mood. According to [Kumar et al. \(2018\)](#); [Kurniasih et al. \(2022\)](#) defines personality as the totality of behavior patterns by genes and the environment. Personality originates and develops through the functional interactions of the three main sectors, namely the conative sector (character), the affective sector (temperamen), and the somatic sector (constitution). According to [Nadi et al. \(2019\)](#); [Novanto et al. \(2022\)](#); [Purwanto \(2020\)](#) explains that personality is something unique, relatively settled in internal and external aspects of a person's character that influence his behavior in different situations. While [Mihalache et al. \(2022\)](#); [Nadi et al. \(2019\)](#) argued that personality is a dynamic organization in each psychophysical that determines unique adjustments to its environment and personality is the total sum of an individual in acting and interacting with others, or it can also be said that personality is a set of characteristics and tendencies that are stable and determine general traits and differences in a person's behavior. This is most often described in terms of qualities that a person can measure and display. [Atkinson et al. \(1983\)](#) said personality is a pattern of behavior and a distinctive way of thinking that can determine the level of a person's ability to adapt to the surrounding environment. Furthermore, [Nadi et al. \(2019\)](#); [Novanto et al. \(2022\)](#); [Purwanto \(2020\)](#) describes personality as a pattern that is relatively inherent and evident in character, traits or characteristics that create consistency in a person's behavior. Eysenck classifies into extrovert personality types and introvert personality types. The extrovert

personality type is a tendency to direct one's personality to be more active in interacting with the external environment than his own condition. According to [Nadi et al. \(2019\)](#) The characteristics of individuals with extraverted personalities tend to be social, more active in acting than contemplating and are individuals who can condition themselves with external motives or events. Introvert personality type is a tendency that directs a person's personality to withdraw from social contact and his interest is more directed to his own thoughts and experiences.

Professionalism

The concept of professionalism is used to measure how professionals view a person's profession which reflects his attitude and behavior. According to [Khan et al. \(2012\)](#) said that there is a negative correlation between attitudes and behavior, called professional behavior as a reflection of professionalism, and vice versa. According to [Abtahi et al. \(2013\)](#) Professionalism refers to the commitment, attitude and behavior of members of the profession to work based on maximum standards and in accordance with the professional code of ethics. Professionalism as a concept developed by Hall is widely used by other researchers to examine how professional people view their profession, which is reflected in their attitudes and behavior. Professionalism for broader research was developed by [Dipaola et al. \(2001\)](#); [El-Kassar et al. \(2022\)](#) which links professionalism with interpretations that reflect the development of professional sociology. This development is a modification of the classic traditional professionalism conceptualization of professional status. According to [Chiang et al. \(2012\)](#); [Dipaola et al. \(2001\)](#) describes professionalism as what practitioners do (in the context of their work), how to do it, why to do it, and what attitudes and commitments they adhere to. Evans defines professionalism as six practices that are consistent with a general conceptual description that is a reference, namely specific work groups; contributions that reflect group perceptions; specific purpose, status and character; range and level of services provided; special expertise in working groups; as well as the underlying general code of ethics

Organizational Citizenship Behavior (OCB)

The attitude of organizational citizenship behavior is described as a form of contribution to employee behavior voluntarily, not required by the organization, and the implementation of organizational citizenship behavior is also not directly related to rewards, but this becomes material for consideration in promotion according to [Birze et al. \(2022\)](#); [Chiang et al. \(2012\)](#) showed that an employee who performs organizational citizenship behavior will increase his performance. According to [El-Kassar et al. \(2022\)](#) argues that organizational citizenship behavior will increase productivity in performance. [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) that positive organizational citizenship behavior on performance OCB. According to [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) simply understand OCB as doing tasks beyond what is supposed to be without expecting anything in return. Main duties and Functions that are imposed by the organization on each of its employees. So that the good or bad performance of an employee can be seen from his ability to carry out and complete the main tasks and job functions for which he is responsible as stated in his job description. According to [Abtahi et al. \(2013\)](#); [Birze et al. \(2022\)](#) states that attitude and role purity are positively related to commitment and commitment is positively related to conscientiousness and civic virtue (OCB).

Performance

Work results or achievements by workers in the form of quality of work and quantity of work to carry out the work of the responsibilities given. This is in line with Mathis & Jackson (2011) who argued that performance is the result of the quality of work and the quantity of work. If it is related to the conditions in the company, the indicators are used from Suwibawa et al. (2018) performance is a form of work done by someone. Performance is used as the basis for assessment or evaluation and the system can be an important force for influencing employee behavior. According to Supriadi et al. (2016); Setyoko et al. (2022); Employee performance is a broad and complex construct, and consists of two fundamentally different aspects, namely in-role job performance as determined by the organization, and innovative job performance which is spontaneous. Xu et al. (2022); Supriadi et al. (2016) explains that performance is related to expectations of how individuals can function and behave in accordance with the tasks that have been assigned to them by the organization. Expectations about how to function and behave in carrying out tasks will indicate the individual's direct role in the organization. The performance of police officers includes maintaining public order and security, enforcing the law and providing protection, protection and service to the community.

Method

This type of research is a quantitative research with a survey method or approach, the respondents of this study were 405 police officers who were determined by the simple random sampling method. Data analysis using the Structural Equation Modeling (SEM) method with SmartPLS 3.0 software will be used in the model and hypothesis testing. Data were obtained by distributing online questionnaires designed with a Likert scale of 1 to 7. The stages of data analysis in this study were validity, reliability and hypothesis testing.

The research hypothesis is

H1: Organizational Support has a positive and significant effect on the behavior of organizational members (OCB)

H2: Personality has a positive and significant effect on Organizational Citizenship Behavior (OCB)

H3: Professionalism has a positive and significant effect on Organizational Citizenship Behavior (OCB)

H4: Organizational citizen behavior (OCB) has a positive and significant effect on police performance

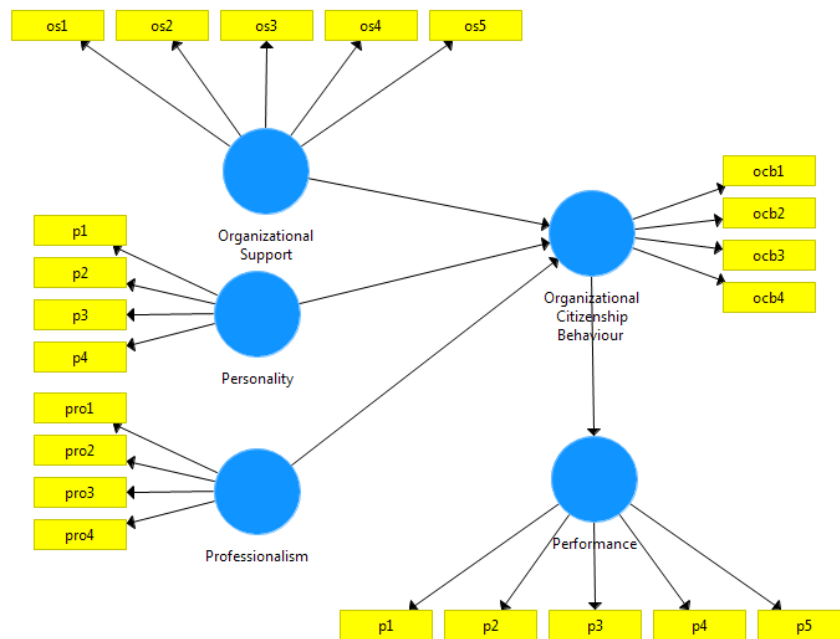


Fig 1. Research Model

Result and Discussion

PLS SEM analysis

The analysis used in this study is structural equation modeling–partial least squares (SEM-PLS), which is an alternative SEM method used for models that have large complexity, mixed indicators, which are reflexive and formative and have the objective of model prediction (Purwanto et al, 2021).

Convergent Validity

Convergent validity is met if the scores obtained with two different instruments that measure the same concept show a high correlation. According fig. 2 all of indicator has convergent validity, outer loading factor above 0.70. but the loading factor value of 0.50-0.60 can still be tolerated with a t-statistic value above 1.96 or a p-value <0.05 (Purwanto et al, 2020).

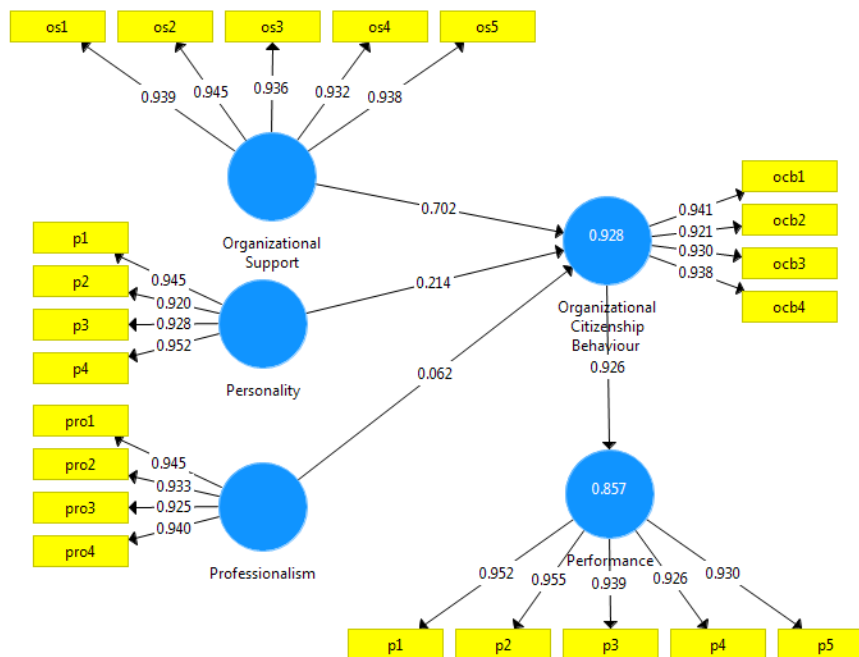


Fig 2. Convergent validity

Discriminant Validity

Discriminant validity is intended to test that a construct correctly measures only the construct to be measured, not other constructs. Discriminant validity testing methods can use a cross-loading approach between indicators and their constructs and use the roots of average variance extracted (AVE) (Purwanto et al, 2020). Discriminant validity of the measurement model is assessed based on cross loading measurements with the construct. If the construct's correlation with the principal measurement of each indicator is greater than the other constructs, then the latent construct is able to predict indicators better than the other constructs. This means that the indicators used for the latent construct are said to be valid.

Table 1. Discriminant Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Support	0.812	0.826	0.823	0.615
Personality	0.824	0.828	0.829	0.638
Professionalism	0.818	0.843	0.865	0.611
Organizational Citizenship Behaviour	0.834	0.843	0.823	0.664

Based on table 1, it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so that all variables meet the reliability requirements. The test results show that the AVE

value in all constructs is greater than 0.50 so that it is sufficient in terms of convergent validity (Purwanto et al, 2021). Furthermore, based on the square root of average variance extracted (AVE root) all the variables designed in this study are greater than the correlations between latent variables so that it can be concluded that all indicators have good convergent validity.

Reliability

Composite reliability and Cronbach alpha are used to test the value of reliability or reliability between the indicators of the constructs that make them up. Composite reliability and Cronbach alpha values are said to be good, if the value is above 0.70 it is recommended, but a factor value of 0.50-0.60 can still be tolerated. In other words, good composite reliability and Cronbach alpha values indicate that discriminant validity has been achieved.

PLS Bootstrapping Structural Model

The next test is to look at the significance of the effect between independent constructs on the dependent and answer what has been hypothesized. The results of the PLS Bootstrapping Model are presented in the image below.

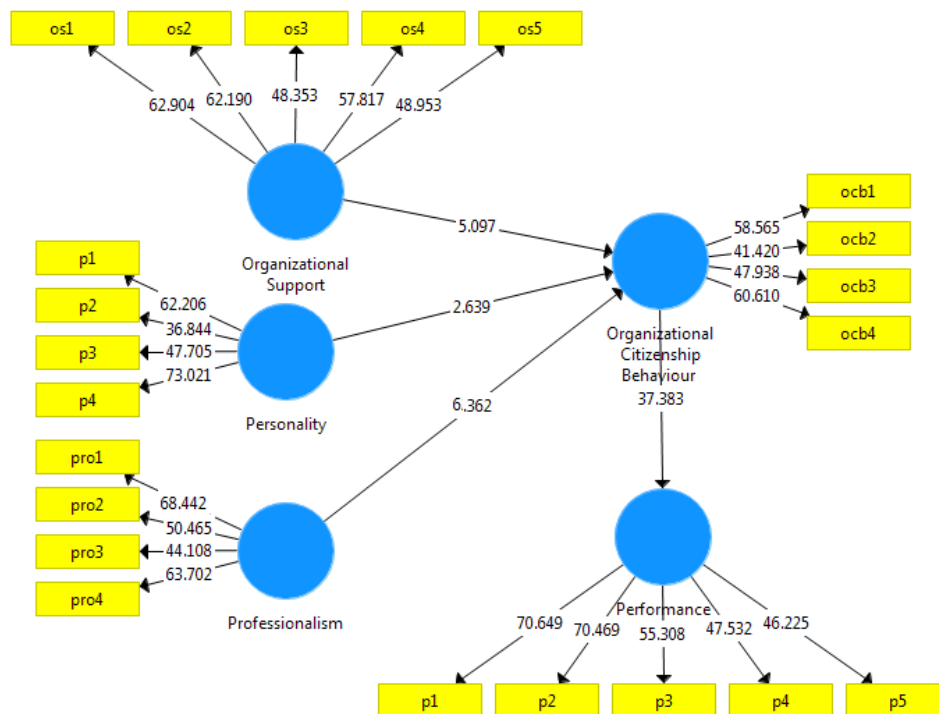


Fig 3. Path diagram of the PLS Bootstrapping Structural Model

Testing with a significance level of 5% if the t-statistic value is > 1.98 then the null hypothesis (H0) is accepted and vice versa. The t-statistical value of the effect coefficient of the latent construct was obtained from PLS Bootstrapping.

Table 2. Hypothesis Test

Hypothesis	T Statistics	P Values	Conclusion
Organizational Support - OCB	5.097	0.000	Supported
Personality - OCB	2.639	0.000	
Professionalism - OCB	6.362	0.000	Supported
OCB - Performance	37.383	0.000	Supported

The Effect of Organizational Support on OCB

The results of the hypothesis test showed that the t value $5.097 > 1.96$ and it was concluded that there was a positive and significant relationship. Organizational support has a significant positive effect on organizational citizenship behavior (OCB),. This suggests that perceived organizational support can directly shape organizational citizenship behavior (OCB), The results of this study are in line with the results of research by [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) using correlation and hierarchical regression analysis, which showed a positive correlation between organizational support and job satisfaction with task performance, and also showed a positive effect between organizational support and job satisfaction on OCB and performance. The findings of this study are also different from those of [Dipaola et al. \(2001\)](#); [El-Kassar et al. \(2022\)](#) who found that organizational identification and organizational support had a positive effect on organizational citizenship behavior. Likewise with [Elstad \(2011\)](#) who found that organizational support creates good relationships between educators and leaders in schools which can improve OCB. According to [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) found two different results where the results of their research found that Organizational Support (OS) had an effect on organizational citizenship behavior (OCB), in only multinational companies, while subsidiary organizational support (OS) had no effect on organizational citizenship behavior (OCB), This study found that organizational support has an indirect effect on organizational citizenship behavior (OCB), through professionalism, this means that good organizational support will shape professionalism which ultimately has an impact on the formation of Organizational citizenship behavior (OCB). The results of this study support research conducted by According to [Abtahi et al. \(2013\)](#); [Birze et al. \(2022\)](#) affective commitment acts as an influence mediator between OS and organizational citizenship behavior (OCB), in multinational companies, and an influential mediator between OS and organizational citizenship behavior (OCB), in subsidiaries. Although between this study [Dipaola et al. \(2001\)](#); [El-Kassar et al. \(2022\)](#) research using different intervening variables, the results of the study have similarities where [Yuwen Liu \(2008\)](#) found that organizational support (OS) did not affect organizational citizenship behavior (OCB), but organizational support (OS) has an indirect effect on organizational citizenship behavior (OCB), through affective commitment. Based on the discussion, the hypothesis that organizational support has a significant effect on organizational citizenship behavior (OCB), is not proven, but this study found that good organizational support will increase professionalism and have an impact on organizational citizenship behavior (OCB),.

The Effect of Personality on OCB

The results of the hypothesis test showed that the t value was $2.639 > 1.96$ and it was concluded that there was a positive and significant relationship. Personality has a significant positive influence on Organizational Citizenship Behavior. These results provide information that the better the positive personality, the better the Organizational citizenship behavior (OCB). The results of this study strengthen the research conducted by [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) who found that work characteristics affect the self-efficacy of police officers, self-efficacy also affects organizational citizenship behavior (OCB), of police, collective efficacy also affects individual self-efficacy and Organizational Citizenship Behavior. The Effect of Personality on OCB Based on the results of research that has been done, it was found that personality has a positive and significant effect on OCB. This shows that the higher the police personality, the extra role behavior between police will be created. Meanwhile, the results of the descriptive analysis of the respondents' answers prove that the fifth indicator (openness to experience) is the indicator with the highest average score in explaining the police personality variable. This shows that a police who always accepts and shares experiences is a police with a good personality level. The results of this study indicate that personality is a variable that can encourage increased police voluntary behavior. The police high personality makes him more sensitive and concerned about his work environment. In addition, police with high levels of personality will always be empathetic in helping their colleagues in teaching. This is because a good personality makes people prioritize the public interest rather than their personal interests. The results of this study are in line with those found by [Najari et al. \(2011\)](#), [Sjahrudin et al. \(2013\)](#) and [Fahmi \(2017\)](#) who documented that personality has a positive effect on extra-role behavior. However, the results of this study are in contrast to those found by [Abtahi et al. \(2013\)](#); [Birze et al. \(2022\)](#) who documented that personality has no significant effect on police extra-role behavior.

The Effect of Professionalism on OCB

The results of the hypothesis test showed that the t value was $6.362 > 1.96$ and it was concluded that there was a positive and significant relationship. Professionalism has a significant positive influence on organizational citizenship behavior (OCB). These results prove that the better the professionalism, the better the Organizational citizenship behavior (OCB). The results of this study are in accordance with research conducted by [Cohen \(2005\)](#) who found that professionalism influences Organizational Citizenship Behavior, professionalism is mediated by justice in the workplace in relation to organizational citizenship behavior. The results of this study are in accordance with the goals of police reform in creating professionalism in the police. [Supriadi et al. \(2016\)](#); [Setyoko et al. \(2022\)](#) The alertness and readiness of each member to complete tasks must always be improved, coordination between divisions is urgently needed. This can work well if each member has good motivation, so that whenever needed, they are always ready to complete tasks, both routine tasks and tasks as protectors and protectors of the community. [Suwibawa et al. \(2018\)](#); [Xu et al. \(2022\)](#); [Yansyah et al. \(2022\)](#) This certainly reflects the professionalism of members of the police who are ready to assist in completing tasks and maintaining the good name of the police organization. Based on this discussion, the hypothesis of professionalism has a significant effect on organization citizenship behavior can be proven.

The Effect of OCB on Performance

The results of the hypothesis test showed that the t value $37.383 > 1.96$ and it was concluded that there was a positive and significant relationship. Organization citizenship behaviour has a significant positive effect on performance. These results provide information that the better the Organizational Citizenship Behavior, the better the performance. Xu et al. (2022); Yansyah et al. (2022) Organization Citizenship Behavior shows the behavior of employees who are willing to carry out various kinds of things needed to achieve organizational goals, even though this is outside their obligations or scope of work. Such employee behavior leads employees to strive to be able to carry out their obligations in the organization, where this is one of the important factors that encourages the increased performance achieved. This concept shows the relationship between OCB and employee performance. The results of this study have proven that OCB has a positive and significant effect on performance, where the coefficient values are in line with what the authors expect. It shows that OCB is a factor that reduces police performance, meaning that the higher the OCB, the police performance will increase. Supriadi et al. (2016); Setyoko et al. (2022) The emergence of efficiency and effectiveness or organizational functions is a positive impact originating from the employee's performance in question. Employees who often help with extra tasks voluntarily will show behavior that likes to help co-workers the performance of assisted employees can be increased. Farooqui (2012) is of the view that employees who exhibit OCB behavior can help improve employee performance because this behaviour is a factor that can improve performance in achieving organizational goals. The results of this study are in line with those found by Nadi et al. (2019); Novanto et al. (2022); Purwanto (2020) who documented that OCB has a positive and significant effect on police performance. Meanwhile, the results of this study contradict the findings of Kurniasih et al. (2022); Miao et al. (2014) who found that OCB had no significant effect on performance.

Personality Type on Organizational Citizenship Behavior (OCB)

Based on the hypothesis testing in this study, the results show that Personality Type has a positive and significant effect on Organizational citizenship behavior (OCB). Because, the T statistic is greater than the T table ($3.336 > 1.96$). This means that the increase in the type of good personality possessed by employees can affect organizational citizenship behavior (OCB), in employees. This shows that if the good personality type possessed by employees increases, such as sympathy and empathy and employees who have job responsibilities given, it will affect the behavior of organizational citizenship behavior (OCB) police. The results of the hypothesis testing in this study are supported by research conducted by Miao et al. (2014); Mihalache et al. (2022) which states that personality has a positive and significant effect on Organizational citizenship behavior (OCB). And also in line with the results of research conducted by Nadi et al. (2019); Novanto et al. (2022); Purwanto (2020) stated that personality has a positive and significant effect on Organizational Citizenship Behavior (OCB).

The results of this study strengthen the results of research conducted by Miao et al. (2014); Mihalache et al. (2022) OCB automatically affects performance which is also proven by the findings of several previous studies conducted by Miao et al. (2014); Mihalache et al. (2022) found a close relationship between organizational citizenship behavior (OCB), and performance. The results of this study also strengthen the results of Novanto et al. (2022);



Purwanto (2020)) which shows that the three dimensions of OCB which consist of altruism, work ethics, sportsmanship, and civic behavior have a significant positive influence on employee performance. While courtesy and attention have no effect on performance. Although this study did not examine the effect of the dimensions of Organization Citizenship Behavior on performance, the descriptive results and factor loading showed similarities. Both loading values and descriptive statistics show that these two indicators have the lowest scores. According to [Kumar et al. \(2018\)](#); [Kurniasih et al. \(2022\)](#) explained that several dimensions of Organizational Citizenship Behavior such as altruism, conscience awareness, and employee awareness are in accordance with the norms in a collectivist society. According to [Kumar et al. \(2019\)](#); [Novanto et al. \(2022\)](#); [Purwanto \(2020\)](#) also explained that Organizational Citizenship Behavior can have a positive impact on individual performance so that organizational effectiveness becomes better.

Personality has a significant effect on organizational citizenship behavior (OCB),. These results provide information that the better the positive personality, the better the Organizational citizenship behavior (OCB). Every member carrying out their duties is always careful but still friendly, sticks to the principles of truth, and believes in the truth and is willing to help or cooperate with others, is thorough, this is reflected in an attitude that always tries to act based on the police code of ethics, Have a high sense of responsibility and neat at work. Organizational support has no significant effect on organizational citizenship behavior (OCB), However, organizational support has an indirect effect on Organizational Citizenship Behavior (OCB) through professionalism. These results provide information that although organizational support is important in the formation of individual organizational citizenship behavior (OCB), behavior in an organization, this organizational support will not have a good impact if it is not accompanied by an attitude of professionalism. Professionalism has a significant effect on organizational citizenship behavior (OCB),. These results provide information that the better the professionalism, the better the Organizational citizenship behavior (OCB). According to [Firdayanti et al. \(2022\)](#); [Khan et al. \(2012\)](#) Professionalism is reflected in a person's attitude in carrying out his profession so that it creates self-motivation to work according to responsibility. Professional motivation is one of the components of realizing professionalism in the police, good professionalism motivation will encourage someone to join a professional community so that dedication to professionalism will be better, working according to the code of ethics must be supported by special skills so as to increase self-confidence in completing tasks. Organizational citizenship behavior has a significant effect on performance. This shows that the better the organizational citizenship behavior, the better the performance. organizational citizenship behavior (OCB), which is reflected from obedience loyalty, sportsmanship. courtesy (kindness) and participation are the basis of Organizational Citizenship Behavior in the police. Loyalty, which is reflected in a sense of pride and an attitude of upholding the good name of the organization, is the main indicator in realizing organizational citizenship behavior (OCB), in the police. In addition to high loyalty, organizational citizenship behavior (OCB), is getting better when it is supported by an attitude of obedience so that they are willing to work as well as possible even without supervision, are mentally ready to work when they arrive at the place of duty, sportsmanship is willing to admit mistakes, thus encouraging behavior not to make the same mistakes over and over again. helping colleagues who experience difficulties is also very good in increasing organizational effectiveness.



Personality has a positive and significant effect on professionalism and organizational citizenship behavior (OCB),. These findings provide information that in order to create professional police officers with organizational citizenship behavior (OCB), the police institution needs to pay attention to the personalities of its members. It is suggested to the police institution in accepting new members in the future to pay more attention to personality aspects. The emphasis on personality tests is to select prospective members who tend to have extraverted personality types. While the personality training given to members is more emphasized on increasing Extraversion, agreeableness, and cognitiveness. The results of this study indicate that professionalism has an effect on increasing organizational citizenship behavior (OCB), and performance. Organizational citizenship behavior (OCB) has a significant effect on performance. These results provide information that improving police performance through the positive behavior of members can be realized if it is supported by members' professional attitudes. It is suggested to leaders and policy makers in the police to focus more on increasing the professionalism of members, because with a high attitude of professionalism the performance will also be higher. Education and training are further enhanced to improve the skills and abilities of members in completing tasks. Improving the competence and ability of members through police education.

Conclusion

The results of this study are organizational support has a positive and significant effect on organizational citizenship behavior (OCB), personality has a positive and significant effect on organizational citizenship behavior (OCB), professionalism has a positive and significant effect on organizational citizenship behavior (OCB), organizational citizenship behavior (OCB). positive and significant effect on Police Performance. This study concludes that personality has a significant effect on Organizational citizenship behavior (OCB). This means that the better the personality, the better the Organizational citizenship behavior (OCB). Based on the research results, information is obtained that police officers tend to have extraverted personality types but still have introverted personality types. This can be seen from the descriptive which shows that agreeableness is an indicator that has the highest average value followed by conscientiousness, extraversion, emotional stability, openness to experience. Organizational support has effect on increasing Organizational citizenship behavior (OCB). This result means that perceived organizational support cannot directly shape Organizational citizenship behavior (OCB). However, organizational support has an indirect effect on organizational citizenship behavior (OCB), through professionalism. This means that good organizational support will form an attitude of professionalism which ultimately has an impact on the formation of Organizational citizenship behavior (OCB). Organizational support provided by the leadership and felt by members of the police is more directed at increasing the professionalism of members, this can be seen from the existence of a daily apple routine where the leadership gives suggestions, directions to improve the professionalism of members and of course the hope will improve the performance of members. Professionalism has a significant positive effect on increasing Organizational citizenship behavior (OCB). This result means that the better the professionalism, the better the organizational citizenship behavior (OCB). Professionalism can be reflected in a person's attitude in carrying out his profession so that it creates self-motivation to work according to responsibility. The high workload in the police force makes police officers have to work hand

in hand in completing tasks. The alertness and readiness of each member to complete tasks must always be improved. Coordination between divisions is needed. Organizational Citizenship Behavior (OCB) has a significant positive effect on performance. This means that the formation of organizational citizenship behavior (OCB) in members will improve member performance. Organizational citizenship behavior which is reflected from obedience loyalty, sportsmanship, courtesy and participation is the basis of Organizational Citizenship Behavior in the police. Loyalty, which is reflected in a sense of pride and an attitude of upholding the good name of the organization, is the main indicator in realizing Organizational citizenship behavior in the police. Organizational citizenship behavior is very good in increasing organizational effectiveness so that performance will increase.

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