

# The Role Of Organizational Citizenship Behavior As Relations Mediator: Study Of Personality And Performance Of Police In Indonesia

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**Abstract**— The current study aims to analyze the influence of personality on OCB and OCB-mediated performance among members of the Indonesia National Police, especially investigators and criminal Units of East Nusa Tenggara Regional Police, Indonesia. The samples were 183 police investigators in 3 Directorate of Criminal Investigation. The analysis was conducted quantitatively using mediation regression with Macro Process Hayes SPSS Version 23. The results showed that (1) personality has a positive and significant direct effect on police performance, (2) OCB has a positive and significant direct effect on police performance, and (3) OCB mediates indirectly, and positively significant between personality and police performance.

**Index Terms**— Personality, OCB, Police Performance, Investigators, Indonesia Police Officers

## 1 INTRODUCTION

The National Police of the Republic of Indonesia (*Polri*) is one of the state's tools in maintaining domestic security, that is implemented through carrying the functions of the police. The functions include maintaining security, order, law enforcement, protection, and services to the public by upholding human rights. These efforts have been carried out since the National Police of Indonesia has separated themselves from the Indonesian National Army (*TNI*). The separation between *Polri* and the *TNI* was the result of Law Number 2 the Year 2002. Previously, *Polri* was the part of the *TNI*. *Polri* reform was an important early momentum to restore the identity of the police profession which is built through the internalization of the democratic principles, or known as the paradigm of democratic policing. The paradigm has placed transparency and accountability as well as human rights standards as important parts of police duties. It is hoped that the paradigm can provide a positive influence on the *Polri* legitimacy in the public.

Meliala (2001) argues that when *Polri* was a part of *TNI*, *Polri* faced three (3) main problems, namely; 1) weaknesses in law enforcement, 2) low police quality, and 3) unhealthy police-public relationship. Davies *et al.*, (2014) states that *Polri* has been the fifth most-corrupt police force in the world. There were millions of dollars have been channelled to reform the *Polri* since 1998. Unfortunately, the reform of *Polri* has failed to provide real improvements in public services in Indonesia. The statement has also confirmed by Buttle *et al.*, (2015). They state that rampant systemic corruption that carried by police officers in Indonesia has contributed to the dark social culture and history of Indonesia. Based on the fact, the current study was conducted to examine the role of organizational citizenship behaviour as relations mediator between personality and performance of *Polri*. Sample of the data was limited to the Investigation and Criminal Unit of *Polri* in East Nusa Tenggara Province- Indonesia. Data of 2018 showed that the public service index (PSI) of the East Nusa Tenggara Police (NTT Regional Police) has received a ranking of PSI as much as 5.008 (it is categorized as low rank). The NTT Regional Police placed rank 29th of 32 Regional Police in Indonesia, while the satisfaction of public services was the lowest in Indonesia. Furthermore, in NTT regional itself, the Investigation and Criminal Unit itself has been the lowest position, compared to another unit in NTT Regional Police. The phenomena contribute a great novelty aspect of the current study. Based on the research conducted by Batilmurik *et al.* (2019), the low performance of law enforcement of NTT NTT Regional Police investigators has been caused by various factors. One of them is the personality problems. McCrae, *et al.* (1997) states that

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personality is influenced by psychological factors. Police Investigators who experience stress due to the burden and high work pressure usually have personality problems. Moreover, Organizational Citizenship Behavior (OCB) has also been a factor causing the low performance of investigators in law enforcement. Robbins and Judge (2008) state that OCB is a choice or voluntary behavior that is not part of an employee's formal obligations but effectively supports the functioning of the organization. As a member of the police, investigators demanded to carry out duties in accordance with standard operating procedures (SOP). On the SOP itself, there is a rule to have the ability for cooperating with other investigators. In other words, OCB is important. The problem of the current study is the low index of satisfaction towards law enforcement and legal services in East Nusa Tenggara Province, especially in Regional Police Investigators which has an impact on police performance. The low performance of police investigators is due to personality and OCB factors. This paper examined the relationship between personality and performance mediated by OCB.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 2.1 Personality

Alpport (1941) defines personality as a dynamic organization in the system of *psychophysical* between individuals who determine changes in its environment. Personality is a habit that is used to interpret the combination of ways of thinking and ownership that makes a person exist. Some people are psychologically called closed ( *introverted* ) and open ( *extroverted* ) or a combination of both so as to distinguish one person from another, More. *et al.*, (2006) . There are two models of models of personality theory instrument that umu m of which is used in the measurement of personality according to the trait theory, namely Model The Myers-Briggs Type Indicator / MBTI and Big Five Personality. Robbins and Judge (2008) said that the MBTI Model classifies individuals in 4 characters namely; 1) extraverts versus introverts, 2) sensitive or intuitive, 3) thoughts and feelings and, 4) understanding or judgment. Big Five / Five-Factor Model (FFM) proposed by McCrae and Costa (1997) which divides individuals into 5 dimensions, including 1) Neuroticism, 2) extraverting, 3) openness to experience, 4) approval, and 5) sincerity heart.

### 2.2 Employee Performance and Performance Measurement for Polri Members

Malthis and Jackson (2002) ; performance elements that are common to most types of work, including; 1) quantity of work, 2) quality of work, 3) timeliness of work, 4) attendance at work, and 5) ability to work together. Robbins and Judge (2009) ; suggest the use of instruments that measure performance from many aspects of specific behavior, such as; 1) innovative behavior, 2) taking initiative, 3) level of potential, 4) time management, 5) achievement of quantity and quality of work, 6) ability to achieve goals, 7) relationship with colleagues, and 8) knowledge of the work. The measurement of the performance of Polri members is based on the Police Chief Regulation Number 2 of 2018 concerning Performance Evaluation of Polri Members with a Performance Management System based on; 1) Specific factors include; work contracts and additional tasks, and 2) generic factors include; work behavior of members, rewards and punishment.

### 2.3 Organizational Citizenship Behavior

OCB is a branch of knowledge derived from the theory of organizational behavior introduced by Barnard (1938) which gave birth to thoughts and concepts about "willingness to cooperate". Roehltsberger and Dickson (1939) about "informal cooperation", Katz and Kahn Tahun (1966) about patterns of individual behavior. The concept of organizational behavior eventually became the basis for the development of OCB which was widely researched and published in the early 1980s in scientific articles such as Organ (1988); Smith (1983); William and Anderson (1991); Graham, (1991); Podsakof, *et al.* (2000); Brief and Montowildo (1986) with *pro-social behavior*; George and Brief (1992) with the concept of *organizational spontaneity*; Borman and Motowildo (1993) with the concept of *contextual performance*, and Van Dyne, *et al.* (1995) to the concept of *extra-role behavior*. Smith, *et al.* (1983); There are 2 (two) dimensions in OCB, namely: 1) *Altruism*, and 2) *general compliance*. In contrast to this view, Organ (1988) suggests 5 dimensions of OCB, namely 1) altruism, 2) politeness; 3) conscience; 4) virtue of citizens; and 5) sportsmanship. A different view was expressed by William and Anderson (1991) who separated (5) dimensions from Organ (1988) into 2 (two) dimensions namely, 1) *Directed toward the Individual OCB (OCB-I)*; Individual behavior that leads to the organization that later on it included dimensions *altruism* and *courtesy*; and 2) *Directed towards the organization (OCB-O)*; Behavior that leads to increased organizational effectiveness. William and Organ include the dimensions of *licentiousness*, *civic virtue*, and *sportsmanship* as part of OCB-O. Graham (1991); 3 OCB dimensions, namely: 1) Obedience; 2) loyalty and 3)

participation. Meanwhile, a different view was expressed by Podsakof, *et al.*, (2000). They propose the with 7 dimensions of OCB, including 1) helping behavior; 2) sportsmanship; 3) organizational loyalty; 4) organizational compliance; 5) individual initiative; 6) virtue of citizens; 7) self-development.

## 2.4 Personality and Employee Performance

Kawiana, (2018); Tang and Wang, (2010); overall personality influences performance. Bartone *et al.* (2009) propose the big five personalities are able to measure the performance of leaders in military academy students in the United States. Masood, *et al.* (2017), big five personalities have positively related to the performance of 100 police in Lahore. Cortina, *et al.* (1992); Akca (2017), the model of the *Big Five Personality* can measure the performance of a police officer, while two (2) other personality models namely *Inwald Personality Inventory (IPI)* and *Minnesota Multiphasic Personality Inventory (MMPI)* is designed to recruit and select police officers. Garbarino, *et al.* (2013); FFM personality is related to stress levels, stress reactions, and neuroticism that shows the strongest relationship with work control; Garbarino, *et al.* (2012), there were 5 (five) FFM personalities differences between Italian police special forces in terms of psychological and organizational functions. More, *et al.* (2006), the personality of FFM is more suitable for the State police to know and understand someone in work behavior at work. Different results are shown by Suliman *et al.* (2010); Shang, *et al.* (2016); Sanders (2007); Indarti, *et al.* (2017); Judges and Fernandes (2017); Sawyerr, *et al.* (2009); Stewart and Carson (1995) examined the cynical personality traits of police officers negatively related the performance of 96 police officers in eight (8) non-urban police departments.

*H1: Personality has a direct positive and significant effect on police performance*

## 2.5 Personality and Organizational Citizenship Behavior

Chiaburu, *et al.* (2011) state that emotional stability, extraversion, and openness are more directed towards performance while openness and agreeableness are stronger for OCB. Furthermore, Sjafruddin, *et al.* (2013); Mahdioun (2010) state that personality has a positive effect on OCB. Iles, *et al.* (2009); 'agreeableness related to the OCB-I while the hat I conscience associated with the OCB-O,' agreeableness relate directly and indirectly to the OCB-I, but not directly on OCB-O, while conscience relates directly and indirectly to the OCB-O but not direct against OCB-I.

*H2: Personality has a direct and positive and significant effect on Police OCB*

## 2.6 Organizational Citizenship Behavior and Employee Performance

Maharani, *et al.* (2013) state that OCB was positively related to the performance of employees of Bank Syariah Mandiri in East Java; Yoon and Suh (2003) state that OCB is positively related to service quality; Chiang and Hsieh (2012) OCB are positively related to the performance of the hotel staff in Taiwan; Khazaei, *et al.* (2011) OCB has a positive effect on teacher performance in West Mazandaran Province, Iran; Shahin, *et al.* (2013), OCB has a positive and significant impact on organizational performance in Iran; Tsai and Lin (2014) OCB is positively related to the performance of non-profit organizations in Iran; Basu, *et al.* (2016) OCB is positively and significantly related to employee performance and organizational performance in the healthcare industry in India.

*H3: OCB has a positive and significant direct effect on police performance*

## 2.7 OCB as Mediator

Some previous studies that put OCB as a mediator in the relationship between personality and employee performance were conducted by Indarti, *et al.* (2017); Sugianingrat, *et al.* (2019); Ozer (2011). OCB is able to influence the performance also stated by Podsakoff, *et al.* (2000); Summenda and Arup (2007); Luthans (2011), and Kilinc and Ulusoy (2014).

*H4: OCB mediates positive and significant indirect relationships between personalities and police performance*

Based on theoretical studies and previous research, a conceptual framework model can be presented in Figure 1 below.



Figure 1. Conceptual Framework Model

## 3 METHODS

### 3.1. Sampling and Research Procedure

The population of 367 investigators and auxiliary investigators in the East Timor Regional Police Criminal Investigation Unit and the NTT Regional Police, includes: 1) General Investigation and Criminal Directorate; 2) Directorate of Special Investigations; 3) Directorate of Narcotics and Drugs Detective; Kupang City Police Satreskrim; Kupang Police Station; South Central Timor Police Precinct; North Central Timor Police Station and Belu Police Station. Mechanical sampling using the formula Slovin 5% with the number of samples collected as much as 191 samples. Data were collected from the survey and distribution of questionnaires, participation returned

as many as 1 83 questionnaires (9 5 %) and questionnaires that were not returned as many as 6 ( 5 %).

### 3.2. Instrument Measurement

Personality measurement instruments, in the current research, applied the Big Five Personality Mc Crae and Costa (1997) with 4 measurement indicators, namely: openness to experience, extrusion, approval, and awareness.

#### *Police Performance.*

The measuring instrument uses the National Police Chief Regulation Number 2 of 2018 concerning Performance Evaluation of Police Members, with 5 measurement indicators, namely: 1) employment contract; 2) additional tasks; 3) work behavior of members; and 4) awards, and 5) punishment.

#### *Organizational citizenship behavior.*

OCB measurement instruments used 5 measurement indicators that proposed by Organ (1990), including altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. All statement items use a 5-point Likert Scale from strongly agree (5) to strongly disagree (1).

### 3.3. Data Analysis

The analysis was conducted using Mediation Regression Analysis (MRA) with Hayes Macro Process, (Hayes and Preacher; 2004) and Preacher, *et al* (2007), using SPSS Version 2 3.

## 4 RESULT

### 4.1. Statistics Analysis

#### 4.1.1. Descriptive analysis

The results of descriptive analysis of each study variable show that the average score of the variables is in the good category with an average score of 4.0 2 -4.0 7 so that it is concluded that each investigator in the detective and criminal unit is able has a good personality and OCB in carrying out their duties in order to achieve performance in law enforcement.

#### 4.1.2. Instrument Measurement

Validity and reliability tests were used for testing instruments. Based on the tests, it is found that the instrument was declared to meet validity (> 0.60) and reliable with Cronbach's Alpha value > 0.70 (Hair, *et al*, 1998 ). Next, the authors conducted mediation regression test.

### 4.1.3. Mediation Regression

The results of the mediation regression analysis (path analysis), which were conducted to show the direct or indirect relationship between each variable, have been found. The analysis used Macro Process Hayes with SPSS Vers. 20 developed by Hayes and Preacher. Referring to the test of mediation regression, the direct effect and total influence section is in the value of  $b$  ( KinPolisi-Personality ) is the total effect of the independent variable  $X$  namely Personality on Police Performance obtained a value coefficient of = 1. 8102 and significant at 0,000 and the value of  $R = 0, 883$ . This shows that **hypothesis 1; personality has a positive and significant effect on police performance.** In line 2,  $b$  ( OCB-Personality ) is the influence of personality on OCB obtained coefficient value = 0. 6236 and significant at 0.000. Thus **hypothesis 2; personality has a positive and significant effect on OCB.** In the part of Kin Police-OCB-Personality, it shows the influence of OCB mediator variables on police performance by controlling personality variables. Furthermore, it is found a coefficient value of 1.5587 is obtained and significant at 0.000, thus **hypothesis 3; OCB has a direct and significant effect on police performance.** in line 5, it is known that the total direct influence of personality on police performance obtained a coefficient value of 0.4299 and significant at 0.000. By **thus hypothesized to 4; OCB mediates a positive and significant relationship between personality and police performance.** In the indirect effect section, it shows that the indirect effect is obtained for 1. 1288 with the breakdown of the partial indirect effect of personality on performance through OCB of 0.1114 and the full indirect effect of 0.6697.

## 5 DISCUSSION AND CONCLUSION

Contrary to the theoretical study, empirical studies and the development of hypotheses which aims to describe the relationship between personality and performance of the police with the OCB as a variable mediator on *Polda* investigator has been conducted. The results showed that **hypothesis 1 ; personality has a direct and positive and significant effect on police performance** so that the results of this study support Kawiana, (2018); Tang and Wang, (2010); Bartone *et al.* (2009); Masood, *et al.* (2017) ; Cortina, *et al.* (1992); Akca (2017) ; Garbarino, *et al.* (2012; 2013) . This shows that the FFM model is more appropriate in measuring the performance of the police, especially the state police (Polri) as stated by More, *et al* (2006). Hypothesis 2; personality directly influences OCB can be accepted by supporting research Chiaburu, *et al* (2011); Sjafruddin, *et al* (2013); Mahdioun (2010); Ilies, *et al* (2009). The results of this study indicate that personality can influence the OCB of each police officer both as individuals

and groups in any organization such as the police in accordance with Organ (1988). Hypothesis 3; OCB has a positive and significant direct effect on the performance of the police in law enforcement in the NTT Regional Police showing that the police both in behaving as individuals and organizations are able to contribute to law enforcement by resolving legal cases that occur. The results of this study support Maharani, et al (2013); Yoon and Suh (2003); Chiang and Hsieh (2012); Khazaei, et al (2011); Shahin, et al (2013); Tsai and Lin (2014); and Basu, et al (2016). Hypothesis 4; OCB mediates a positive and significant indirect relationship between personality and police performance. These results support several studies conducted by Indarti, et al (2017); Sugianingrat, et al (2019); Ozer (2011). OCB is able to influence the performance also stated by Podsakoff, et al (2000); Summenda and Arup (2007); Luthans (2011), and Kilinc and Ulusoy (2014).

## 6 LIMITATION AND RECOMMENDATION

Some limitations of this study, including; 1) only examines the personality and OCB factors of each investigator of the Timor Island-based Criminal Investigation and Crimes Unit in the NTT Regional Police, while many factors actually influence the performance of the police (investigators) such as factors, organizational support, organizational culture, leadership, compensation and so on. 2) *Polri* has a different organizational system from the police in other countries that are federal/civil/. *Polri* still adheres to the State police system which is directly under the President as the Head of State and Head of Government with a command/ centralized/ military hierarchy system even though the National Police has been separated from the TNI. Looking ahead, it is necessary to do another study towards other factors, such as organizational culture in the Police, organizational support and conduct research comparison between the performance of the Police with a police officer other countries with different cultural dimensions.

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