

## Beyond the Call of Duty; How Professionalism, Motivation, and OCB Shape Police Performance

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**ABSTRACT:** This study examines the influence of professionalism, achievement motivation, and Organizational Citizenship Behavior (OCB) on the performance of personnel within the Criminal Investigation Unit of Bontang Police Resort. Utilizing a quantitative approach, data was collected from 59 personnel through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal significant positive relationships between professionalism, achievement motivation, OCB, and personnel performance. Dedication to the profession and innovation were identified as the most influential indicators of professionalism and achievement motivation, respectively. Additionally, the civic virtue dimension of OCB emerged as crucial in explaining its variance. The study underscores the importance of fostering professionalism and achievement motivation among police personnel to enhance their performance, while emphasizing the mediating role of OCB in this relationship. The findings offer valuable insights for policymakers and practitioners in law enforcement agencies, highlighting the need to create a supportive environment that encourages and rewards OCB to improve overall organizational effectiveness.

**KEYWORDS:** *professionalism, achievement motivation, Organizational Citizenship Behavior (OCB), personnel performance, Criminal Investigation Unit.*

### I. INTRODUCTION

In the current global era, the significance of Human Resources (HR) within organizations, both governmental and private, cannot be overstated. HR serves as the driving force behind organizational activities, and the quality of HR is inextricably linked to the overall success of the organization. To thrive in an increasingly competitive landscape, organizations must prioritize the development of their HR. In the context of public organizations, the demand for high-quality service and performance necessitates a competent HR workforce. The Indonesian National Police (POLRI) is a government institution tasked with upholding professionalism and enhancing its performance to better serve the community. As public servants, POLRI personnel are responsible for maintaining security and delivering excellent service to the public. Achieving these goals requires POLRI personnel to go above and beyond, be proactive, and foster collaboration with the community to effectively uphold the law.

Within every organization, including government bodies, there exists Organizational Citizenship Behavior (OCB), referring to informal rules and voluntary actions. OCB encourages employees to integrate better with their work environment. Robbins & Judge (2017) define OCB as discretionary behavior that is not part of an employee's formal duties but contributes to the effective functioning of the organization. OCB is a form of voluntary individual behavior that does not result in punishment if not displayed. In the dynamic modern workplace, where tasks are increasingly abundant, organizations require strong OCB to achieve their objectives. The police force is a law enforcement agency tasked with maintaining public order and security. To fulfill their duties effectively, the police force requires professional members with high motivation and a willingness to work beyond regular hours to serve the community. Awareness, compliance, and cooperation among colleagues and the community are essential for the success of police personnel in carrying out their duties. Additionally, work motivation and expertise in the field play a significant role in supporting police performance.

In this context, an individual is considered to have good performance when they demonstrate good work results or capabilities and contribute to achieving organizational goals. To achieve this, police personnel need to possess good behavior, aptitude, competence, specific skills, willingness to be paid/receive wages as per agreement, and have expectations for a better future (Prawirosentono&Primasari, 2015). Therefore, professionalism needs to be continuously enhanced for all members of POLRI. As maintainers of public

security, law enforcement, and providers of protection, guidance, and service to the community, POLRI must be able to maintain security stability and guarantee a sense of security for the community. To achieve this, professionalism, knowledge, and skills need to be continuously honed to support the realization of a professional, modern, and trusted police officer.

However, the reality is that there is still public perception regarding slow service and a lack of professionalism in handling community issues by some personnel, indicating that personnel performance has not yet reached its full potential. This can occur due to a lack of awareness among personnel to carry out their duties effectively. Willingness to work extra hours outside of regular working hours and mutual assistance among colleagues in handling work issues are crucial in carrying out POLRI's duties.

Given the importance of the role of police personnel within POLRI, the availability of adequate, competent, skilled HR with a committed attitude and behavior towards the organization is necessary to improve the performance of POLRI. Improving police performance is closely related to the quality of HR within the police force. According to Newell & Scarbrough (2017), personnel education refers to any effort to improve worker performance in a specific job they are currently responsible for or a job related to their work. In relation to police personnel, HR with professional capabilities, high work motivation, and a willingness to work extra are essential for enhancing police performance. Therefore, it is necessary to conduct empirical research on the influence of professionalism and achievement motivation on the performance of personnel in the Criminal Investigation Unit of Bontang Police Resort, mediated by Organizational Citizenship Behavior (OCB).

## II. LITERATURE REVIEW

### Job Performance

Job performance, also known as actual performance, is the degree of success an employee achieves in completing their tasks (Herman Aidil, 2024). It is not an inherent characteristic of an individual, such as talent or ability, but rather the manifestation of those attributes. Performance encompasses both work results and work behaviors achieved in fulfilling assigned tasks and responsibilities within a specific timeframe.

According to Colquitt (2001), job performance is determined by three key factors: task performance, citizenship behavior (positive behavior), and counterproductive behavior (negative behavior). Gibson et al. (2016) further elaborate that individual performance is the cornerstone of organizational performance, significantly influenced by individual characteristics, motivation, expectations, and management's evaluation of individual work achievements. In the context of police personnel, job performance is evaluated based on their ability to demonstrate good work results or capabilities and contribute to the achievement of organizational goals. To achieve this, police personnel need to exhibit positive behavior, aptitude, competence, specific skills, a willingness to adhere to agreed-upon compensation, and aspirations for a better future (Prawirosentono & Primasari, 2015).

### Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a concept within organizational behavior that refers to work behaviors not typically seen or accounted for. There are two approaches to the OCB concept: OCB as extra-role performance separate from in-role performance or performance as per the job description, and the second approach views OCB from a political principle or philosophy perspective. This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is an impact of the beliefs and perceptions of individuals within the organization regarding the fulfillment of psychological contracts and agreements. This behavior arises from the feeling of individuals as members of the organization who feel satisfied when they can do something more for the organization (Saleem & Amin, 2013). In line with the above, OCB is a term used to identify employee behavior. OCB refers to the construct of "extra-role behavior," defined as behavior that benefits the organization or intends to benefit the organization, which is directly related to role expectations. Thus, OCB is functional, extra-role, prosocial behavior that directs individuals, groups, or organizations (Singh & Srivastava, 2016).

### Achievement Motivation

Motivation comes from the Latin word "movere," meaning to move or to set in motion. Motivation is generally defined as an internal condition that stimulates, directs, and maintains behavior (Akram & Bokhari, 2011; Aureldi & Usman, 2019). In general, motivation can be interpreted as a drive or desire that arises from within an individual to do something. The presence of the right motivation for employees will encourage them to carry out their duties as much as possible, and they will believe that with the success of the organization in achieving its goals and various targets, their personal interests will be maintained. Achievement motivation is an individual's effort to face challenges to achieve success and excellence (Feng et al., 2016; Hosany et al., 2019). Achievement motivation is an important ability that determines what a person can do and what a person will do (Gottfried et al., 2007; Rini et al., 2021). Motivation plays an important role in improving performance. The concept of achievement motivation was first introduced by Murray and defines achievement motivation as a

prolonged and repeated intention to accomplish difficult things; to work routinely to achieve goals; and a determination to achieve success (Erez & Arad, 1986)

### **Professionalism**

In the context of police personnel, job performance is evaluated based on their ability to demonstrate good work results or capabilities and contribute to the achievement of organizational goals. To achieve this, police personnel need to exhibit positive behavior, aptitude, competence, specific skills, a willingness to adhere to agreed-upon compensation, and aspirations for a better future (Prawirosentono&Primasari, 2015).

The research explores the interplay among four key variables: professionalism, achievement motivation, Organizational Citizenship Behavior (OCB), and personnel performance. Professionalism and Performance: The study found a significant positive relationship between professionalism and personnel performance. This suggests that when employees exhibit higher levels of professionalism, their job performance also tends to be better. This is consistent with previous research (Rika & Nurhayati, 2017; Setyowati et al., 2023; Amanda, 2022) that has established a positive link between professionalism and performance. Professionalism and OCB: The research also found a significant positive relationship between professionalism and OCB. This implies that employees who demonstrate higher levels of professionalism are more likely to engage in OCB, which are voluntary behaviors that go beyond their formal job duties and contribute to the overall effectiveness of the organization. This finding is in line with research by Hasrul (2023), Earlyanti& Hamid (2023), Lestari et al. (2021), Faria (2022), and Uliyah&Ariyanto (2021), which have shown the positive impact of professionalism on OCB.

Achievement Motivation and OCB: The study revealed a significant positive relationship between achievement motivation and OCB. This indicates that employees with higher achievement motivation are more likely to exhibit OCB. This finding is supported by studies by Uliyah&Ariyanto (2021), Faria (2022), and Rini et al. (2021), which have shown the positive relationship between achievement motivation and OCB. Achievement Motivation and Performance: The research also found a significant positive relationship between achievement motivation and personnel performance. This suggests that employees with higher achievement motivation tend to perform better in their jobs. This result aligns with research by Rini et al. (2021) and Praditya et al. (2023), which have demonstrated the positive impact of achievement motivation on performance.

OCB and Performance: The study found a significant positive relationship between OCB and personnel performance. This indicates that when employees engage in more OCB, their job performance also tends to improve. This finding is consistent with studies by Rini et al. (2021) and Earlyanti& Hamid (2023), which have established the positive relationship between OCB and performance. In addition to these direct relationships, the research also found indirect effects. Professionalism and achievement motivation indirectly influence performance through OCB. This means that professionalism and achievement motivation can lead to higher levels of OCB, which in turn can improve performance. This highlights the mediating role of OCB in the relationship between professionalism, achievement motivation, and personnel performance.

### **III. RESEARCH METHODS**

This quantitative research employed a causal approach to investigate the relationships between variables. The study adopted an associative and causal nature, examining the cause-and-effect relationship between professionalism, achievement motivation, OCB, and the performance of personnel within the Criminal Investigation Unit of the Bontang Police Resort in East Kalimantan Province. The research design followed an explanatory approach, aiming to elucidate the connections between these variables. Data collection involved both primary and secondary sources. Primary data were gathered directly from respondents through structured questionnaires using a Likert scale. Secondary data were obtained from various published materials like books, literature, prior research findings, and other relevant sources related to the research topic. The study's population comprised all personnel within the Criminal Investigation Unit of the Bontang Police Resort, totaling 59 individuals. A total sampling approach was employed, where the entire population was included in the analysis. The sample consisted of 59 male personnel from the unit.

Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with the assistance of SmartPLS software. PLS-SEM is an alternative SEM method suitable for models with high complexity, mixed indicators (both reflective and formative), and predictive modeling objectives. The analysis process involved several steps: Outer Model Evaluation: This step assessed the relationship between latent variables and their indicators, examining convergent validity, discriminant validity, composite reliability, Average Variance Extracted (AVE), and Cronbach's alpha. Inner Model Evaluation: This step evaluated the structural model by examining R-squared values and the significance of path coefficients between latent variables. Hypothesis Testing: Hypotheses were tested using the resampling bootstrapping

method and t-tests to determine the significance of the relationships between exogenous and endogenous variables.

By employing PLS-SEM, the research aimed to provide a comprehensive understanding of the interplay between professionalism, achievement motivation, OCB, and the performance of personnel within the Criminal Investigation Unit of the Bontang Police Resort. The findings contribute valuable insights into the factors influencing personnel performance and offer practical implications for enhancing the effectiveness and efficiency of the police force.

#### IV. RESULTS

The descriptive analysis reveals the respondents' perceptions of the research variables. The performance of personnel in the Criminal Investigation Unit of Bontang Police Resort is perceived as good, with an average score of 3.50. This indicates that the personnel are considered to perform their duties effectively and efficiently. Regarding OCB, the average score is 3.37, suggesting that personnel exhibit a moderate level of OCB. While they demonstrate helpfulness towards colleagues and adherence to organizational procedures, there is room for improvement in their proactive participation in organizational affairs and willingness to tolerate unfavorable conditions without complaint.

The average score for achievement motivation is 3.44, indicating that personnel possess a good level of motivation to excel in their work. They are inclined towards challenging tasks, take personal responsibility for their performance, value feedback, are innovative, strive for continuous improvement, and seek better ways of working. Professionalism is also perceived as good, with an average score of 3.29. This suggests that personnel demonstrate a strong commitment to their profession, social responsibility, belief in self-regulation, and positive relationships with professional partners.

The PLS-SEM analysis reveals significant relationships between the research variables. Professionalism has a positive and significant effect on personnel performance ( $\beta = 0.351$ ,  $p < 0.05$ ), indicating that higher professionalism leads to improved performance. This finding aligns with previous studies (Rika & Nurhayati, 2017; Setyowati et al., 2023; Amanda, 2022) that have established a positive link between professionalism and performance. Professionalism also positively and significantly influences OCB ( $\beta = 0.331$ ,  $p < 0.05$ ), suggesting that personnel with higher professionalism tend to exhibit more OCB. This result is consistent with research by Hasrul (2023), Earlyanti & Hamid (2023), Lestari et al. (2021), Faria (2022), and Uliyah & Ariyanto (2021), which have demonstrated the positive impact of professionalism on OCB. Achievement motivation also has a positive and significant effect on OCB ( $\beta = 0.500$ ,  $p < 0.05$ ), indicating that personnel with higher achievement motivation are more likely to engage in OCB. This finding is supported by studies by Uliyah & Ariyanto (2021), Faria (2022), and Rini et al. (2021), which have shown the positive relationship between achievement motivation and OCB.

Furthermore, achievement motivation positively and significantly influences personnel performance ( $\beta = 0.258$ ,  $p < 0.05$ ), suggesting that higher achievement motivation leads to improved performance. This result aligns with research by Rini et al. (2021) and Praditya et al. (2023), which have demonstrated the positive impact of achievement motivation on performance. OCB also has a positive and significant effect on personnel performance ( $\beta = 0.390$ ,  $p < 0.05$ ), indicating that higher levels of OCB contribute to better performance. This finding is consistent with studies by Rini et al. (2021) and Earlyanti & Hamid (2023), which have established the positive relationship between OCB and performance. In addition to direct effects, the analysis also reveals indirect effects. Professionalism indirectly influences performance through OCB ( $\beta = 0.129$ ,  $p < 0.05$ ), suggesting that professionalism enhances OCB, which in turn improves performance. Similarly, achievement motivation indirectly influences performance through OCB ( $\beta = 0.195$ ,  $p < 0.05$ ), indicating that achievement motivation fosters OCB, leading to better performance.

#### V. DISCUSSION

The analysis reveals that professionalism significantly and positively influences personnel performance. This finding aligns with existing literature (Rika & Nurhayati, 2017; Setyowati et al., 2023; Amanda, 2022) emphasizing that higher professionalism leads to improved performance. The dedication to the profession emerged as the most dominant indicator of professionalism. This dedication encompasses a strong commitment to duties and responsibilities as members of the Criminal Investigation Unit, adhering to

professional standards. A higher level of dedication translates to increased motivation among personnel to contribute their best in resolving cases, going beyond mere fulfillment of duties. The emotional involvement in work, reflected in dedication, positively impacts work quality and fosters a strong psychological bond between individuals and the organization, thereby enhancing loyalty.

Furthermore, professionalism significantly and positively influences OCB. This suggests that personnel with higher professionalism tend to exhibit more OCB, consistent with research by Hasrul (2023), Earlyanti& Hamid (2023), Lestari et al. (2021), Faria (2022), and Uliyah&Ariyanto (2021). The dedication aspect of professionalism plays a crucial role here, as it drives a strong commitment to the organization and its values, including integrity, loyalty, and dedication to work. This dedication cultivates intrinsic motivation to go beyond formal responsibilities for the betterment of the organization. The strong emotional connection to work fosters voluntary behaviors like helping colleagues, aligning with the principles of OCB.

Achievement motivation also significantly and positively influences OCB. Personnel with higher achievement motivation are more likely to engage in OCB, as supported by studies by Uliyah&Ariyanto (2021), Faria (2022), and Rini et al. (2021). The innovative aspect of achievement motivation is identified as the most dominant indicator. This innovative spirit, or creativity in task completion, stems from the drive for better self-achievement. The innovative nature motivates individuals to continuously seek new ideas and approaches to enhance their performance consistently. Being an intrinsic trait reflecting enthusiasm and willingness for self-improvement, the innovative indicator is more dominant in explaining the variance in achievement motivation.

The analysis further reveals a positive and significant influence of achievement motivation on personnel performance, consistent with research by Rini et al. (2021) and Praditya et al. (2023). This finding underscores that higher achievement motivation leads to improved performance. The innovative aspect of achievement motivation is again highlighted as crucial, as it motivates individuals to constantly seek better ways to accomplish tasks, thereby enhancing their overall performance.

OCB also significantly and positively affects personnel performance, aligning with studies by Rini et al. (2021) and Earlyanti& Hamid (2023). Higher levels of OCB contribute to better performance. The civic virtue dimension of OCB is identified as the most dominant indicator. It reflects an individual's willingness to participate and show concern for organizational matters. This caring and contributing nature is at the core of OCB and motivates individuals to engage voluntarily in organizational activities to achieve common goals. Research indicates a strong correlation between civic virtue and the level of OCB demonstrated by personnel. In addition to direct effects, indirect effects are also observed. Professionalism indirectly influences performance through OCB, suggesting that professionalism enhances OCB, which in turn improves performance. Similarly, achievement motivation indirectly influences performance through OCB, indicating that achievement motivation fosters OCB, leading to better performance. These findings highlight the mediating role of OCB in the relationship between professionalism, achievement motivation, and personnel performance.

## VI. CONCLUSION

The research findings underscore the significant and positive impacts of professionalism and achievement motivation on personnel performance within the Criminal Investigation Unit of Bontang Police Resort. These findings align with previous studies (Rika & Nurhayati, 2017; Setyowati et al., 2023; Amanda, 2022) that have established the positive link between these variables. Notably, the dedication to the profession emerged as the most dominant indicator of professionalism, while the innovative aspect was most influential in explaining achievement motivation. Furthermore, the study highlights the crucial mediating role of Organizational Citizenship Behavior (OCB) in the relationship between professionalism, achievement motivation, and personnel performance. Both professionalism and achievement motivation significantly and positively influence OCB, consistent with research by Hasrul (2023), Earlyanti& Hamid (2023), Lestari et al. (2021), Faria (2022), and Uliyah&Ariyanto (2021). OCB, in turn, positively and significantly impacts personnel performance, as supported by studies by Rini et al. (2021) and Earlyanti& Hamid (2023). The civic virtue dimension of OCB was identified as the most dominant indicator in explaining the variance in OCB.

### Contribution and Implications

This research contributes to the existing body of knowledge by providing empirical evidence of the positive relationship between professionalism, achievement motivation, OCB, and personnel performance within the specific context of the Criminal Investigation Unit of Bontang Police Resort. The findings offer valuable insights for policymakers and practitioners in law enforcement agencies. The study's implications are

twofold. First, it highlights the importance of fostering professionalism and achievement motivation among police personnel to enhance their performance. Second, it emphasizes the critical role of OCB in mediating the relationship between these variables, suggesting that organizations should create a supportive environment that encourages and rewards OCB.

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