

Organizational Support for Professionalism, Organizational Citizenship Behavior (OCB) and Performance (Study at Makassar Metropolitan City Police in Makassar City)

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Abstract: This study to determine the Organizational Support for professionalism that has never been done before. The research approach is to conceptualize the structure of the relationship of variables from a study that is used as a guide of the research study led to the purpose of this research (Aaker and Day, 2001). The descriptive is used to obtain an overview of personality, organizational support, professionalism, Organization Citizenship Behavior, and Performance. While verification research is to test the hypothesis through data collection in the field using two methods, namely descriptive survey, and explanatory survey. The use of both methods aims to analyze the causality relationship between research variables in accordance with the hypothesis quantitatively.

Keywords: OCB, Organizational Support, Performance, Professionalism.

I. INTRODUCTION

Organizational support theory (OST) (Eisenberger et al., 1986; Shore and Shore, 1995; Rhoades and Eisenberger, 2002) claims that employees create a perception on the condition when organization appreciates their contribution and care with their life in order to meet the socio-emotional needs and assess the benefits of improved work. The organizational support is a behavior that arises because of the feeling of being a "member" of the organization and feel satisfied when they can do "something more" to the organization. The satisfaction of doing something more will only happen if the employees have a positive perception toward their organization. Eisenberger (1990) states that this behavior develops in line with how much attention is given by the organization to the level of employee welfare and organizational

appreciation for the employee contribution. The research on the organizational support (OS) is started by the finding that if manager cares more on his employees' commitment to the organization, the employee will be more focused on their organizational commitment to the manager. For the employee, the organization becomes an important source of its socio-emotional resources namely respect, care, and measurable benefits namely wage and recognition, dignity and affiliation. A positive assessment by the organization also indicates that an increasing work will be rewarded. The importance of research on Organizational Citizenship Behavior (OCB) in the police institution is based on the reality of high workload faced by the police in general. In line with the research conducted by Chun (2011) who studies the police in Taiwan finds that the high workload charged to the police officer force them to work more than their actual task. Especially in

Makassar Metropolitan City Police where the data still show a high rate of violation and crime. Criminal rate data tends to increase from year to year and there are still many unsolved cases.

The police force currently need professional members who have the competence in carrying out the main task as the law enforcement, safeguarding public security and orderliness in the community as well as service and community protection. Hence, it is necessary to have a long learning process in order to be a professional. In association with Organizational Citizenship Behavior, the empirical study that had been conducted to examine the relationship between professionalism and organizational citizenship behavior is still very limited, especially in professionalism and organizational citizenship behavior. Hence, further research is required to examine the effect of professionalism and organizational citizenship behavior. Especially in the police force where they are required to always prioritize professionalism in carrying out their duty and responsibility.

However, the difference in this study is the use of variables that affect the Organizational Citizenship Behavior (OCB). Chun (2011) uses characteristic of work motivation, self-efficacy, and collective efficacy as independent variables. Meanwhile, this research uses the organizational support and professionalism variables. This difference is caused by the Chun (2011) research that uses the analysis unit of the workgroup in the police by using self-efficacy and collective efficacy independent variables. Hence, the researcher thinks that it is not appropriate to measure the performance of a police officer. This research uses the individual analysis unit of police officers. The research also uses organizational support variables in which the researcher considers the variable can better describe the police officers. This research thinks that Chun's research emphasizes more on the characteristic of work and the use of self-efficacy as an intervening variable. Thus, it is inappropriate to be used as a variable that precedes the Organizational Citizenship Behavior

(OCB). The research concludes that police officers should be supported by professional attitude in order to have Organizational Citizenship Behavior (OCB). Hence, the police officers can carry out any given task.

This research aims to determine the Organizational Support for professionalism that has never been done before. This research will contribute to a new empirical explanation in the two relationships. The difference between this research and the previous research is the use of constructs and the measurement in the unit of analysis being used. This study examines the effect of Organizational Citizenship Behavior (OCB) on the performance of member/employee. In contrast to previous studies which generally examine the effect of Organizational Citizenship Behavior (OCB) with group performance conducted by George and Bettenhausen (1990), Podsakoff, et al, (1997). Both of the researches find a close relationship between Organizational Citizenship Behavior (OCB) with a group performance. This study examines the performance of individual member because the duty of police officers needs professional individual skills. Ultimately, they are expected to give a good image for the police in general.

II. LITERATURE REVIEW AND DEVELOPMENT OF CONCEPTUAL FRAMEWORK

Perceived organizational support (OS) reflects the general belief of employees that their organization values their contribution and care about their life (Rhoades and Eisenberger, 2002). Kurtessis at. Al (2015) who conduct a meta-analysis found that OST is a generally successful prediction of POS antecedents (leadership, employee-organizational linkage, human resource practice, and working condition) and their consequences (employee orientation to organization and work, professionalism, employee performance, and welfare).

The perception of organizational support is theoretically based on the relationship of social

exchange between employees and organization. Mutual legal which states that someone who is treated well by others will feel obligated to give a reward with good treatment (Blau, 1964). According to Robbins (2015), work with strong organizational support is more likely to have a high level of extra-role behavior, a low level of delay, and better service. Employees who feel that they get full support from the organization will increasingly strive to make a large contribution to be able to help the organization achieve the specified target (Ismainar, 2015). The policies given by the organization include justice, HR management practice, and the support of leaders are the form of organizational attention. Eventually, these will have an impact on the desire of the members of the organization to make a positive contribution to the organization where he is assigned by demonstrating organizational citizenship behavior. Several other studies have examined the relationship between organizational support and organizational citizenship behavior. For example, the research conducted by Liu (2009), Miao (2011) and Elstad (2011) in which their research results show that good organizational support will generally improve the organizational citizenship behavior (OCB) and performance.

Similar to the personality and organizational support, professionalism is also one of the variables that play a role in improving the organizational citizenship behavior and performance. This is in line with the research conducted by Cohen (2005) and Kagaari (2007) who find that a professional has a tendency not to be easily satisfied with his performance. Hence, he will keep trying to improve the performance.

Organizational Citizenship Behavior shows the behavior of employees who are willing to carry out various kind of tasks to achieve organizational goals, even though it is beyond the obligation or

scope of work (Slocum and Hellriegel 2007). Such employee's behavior will lead the employee to work harder to carry out his obligation to the organization. This becomes one of the important factors in driving the improvement of achieved performance. This concept shows the relationship between OCB and employee performance proven by the finding of some previous studies conducted by George and Bettenhausen (1990). They find the close relationship between Organization Citizenship Behavior and group performance. The existence of altruistic enables a group to work cooperatively and effectively to cover each other's weaknesses. Padsakoff, et al, (1997) findings are similar to the George and Bettenhausen's findings in which they also find a close relationship between Organization Citizenship Behavior and group performance. This close relationship occurs between Organization Citizenship Behavior and the high quantity of group work. However, the quality of work has not been found. Also, the findings of the research conducted by Miao (2011) and Maharani (2012), Biswas and Pattanaik (2005), find that Organization Citizenship Behavior has a positive impact on the individual performance and individual performance has a positive impact on organizational effectiveness. Hofstede (2001) and Mackenzie et. al. (1993) explain that there are several dimensions of Organization Citizenship Behavior such as altruism, conscience, and employee awareness in accordance with the norms of collective society in India. Hofstede (2001) and MacKenzie et. al. (1993) also explain that Organization Citizenship Behavior can have a positive impact on the individual performance to make better organizational effectiveness.

Based on the description above, the conceptual framework model in this study is established to examine the effect of Organizational Support on Professionalism, Organization Citizenship Behavior and Performance.

III. METHODOLOGY

The research approach is to conceptualize the structure of the relationship between variables from a study used as a research study guideline which is led to the purpose of this research (Aaker and Day, 2001). Based on the short explanation and field of research, it can be stated that this research is descriptive and verification research. The meaning of descriptive research is research conducted to determine the value of an independent variable, both one variable or more, without making comparison and connection with other variables. In this study, the descriptive is used to obtain an overview of personality, organizational support, professionalism, Organization Citizenship Behavior, and Performance. Meanwhile, verification research is to test the hypothesis through data collection in the field using two methods. They are descriptive survey and explanatory survey. The use of both methods aims to analyze the causality relationship between research variables in accordance with the hypothesis quantitatively. Using the individual analysis unit, the observation is carried out by using cross-section or one shoot time horizon. Thus, data is obtained at one certain time.

This research is carried out at MakassarMetropolitan City Police of Makassar City with the population of all police officers in MakassarMetropolitan City Police amounted to 1,185 people. The sampling technique in this study uses probability sampling and it has obtained a sample of 299 respondents. Data analysis method is an inferential statistical analysis using SEM analysis with the help of PLS software.

IV. RESULT AND DISCUSSION

4.1. Linearity Assumption Test

In this study, the method for testing the linearity of relationships between the constructs is carried out using curve fit estimation on the linear option. Data is processed with SPSS from the original data. The important output of this technique is a scatter graph pattern from the intersection of two variables in addition to provide information on whether the linear function is tested significantly or not. If the linear function between two variables is estimated to be significant at 5% alpha, it can be concluded that the two variables have a linear relationship. Linearity test results are presented in Appendix 4 and summarized in the following table.

Table 1. Linearity test results

Independent variable		Dependent variable	R ²	F	Sig	Conclusion
Organizational support	--->	Professionalism	0.479	272.843	< 0.001	Linear
Organizational support	--->	OCB	0.318	138.393	< 0.001	Linear
Professionalism	--->	OCB	0.592	430.308	< 0.001	Linear
Organizational support	--->	Performance	0.333	148.411	< 0.001	Linear
Professionalism	--->	Performance	0.533	338.558	< 0.001	Linear
OCB	--->	Performance	0.557	374.183	< 0.001	Linear

Source: Data processed with SPSS

Based on the results of the linear curve fit test, the estimated linear function is proved to be significant. Each estimated linear function has a

significance of 0.000 (<5%). Furthermore, the linear relationship between these variables is also visually indicated by the scatter plot (Appendix

4) which tends to move to the upper right (positive correlation). These results indicate that the relationship between the tested latent variables is linear.

4.2. Outer Model Testing (Measurement Model)

Outer model or measurement model is an assessment of the reliability and validity of the research variables. There are three criteria for assessing the outer model namely: convergent validity, discriminant validity, and composite reliability. This test is carried out to ensure that the measuring instrument meets the requirements

and that it can precisely and accurately measure what should be measured instead of measuring other objects.

4.3. Convergent Validity Test

Based on table 2, it appears that each latent variable with a reflective indicator has a loading > 0.50, and P-Value < 0.001 which show that the indicators are able of measuring its latent variable properly. Thus, the measurement for each latent variable in this research fulfills the test criteria for convergent validity, in the sense that it is able to measure the constructed meaning of the measured latent variable.

Table 2. Convergent validity test results

Variable	Indicator	Loading	Type (a	SE	P value
Organizational support	X1.1	0.670	Reflect	0.052	<0.001
	X1.2	0.743	Reflect	0.051	<0.001
	X1.3	0.767	Reflect	0.051	<0.001
	X1.4	0.841	Reflect	0.051	<0.001
	X1.5	0.645	Reflect	0.052	<0.001
Professionalism	Y1.1	0.704	Reflect	0.052	<0.001
	Y1.2	0.694	Reflect	0.052	<0.001
	Y1.3	0.705	Reflect	0.052	<0.001
	Y1.4	0.763	Reflect	0.051	<0.001
	Y1.5	0.727	Reflect	0.052	<0.001
	Y1.6	0.802	Reflect	0.054	<0.001
	Y1.7	0.735	Reflect	0.052	<0.001
OCB	Y2.1	0.691	Reflect	0.052	<0.001
	Y2.2	0.793	Reflect	0.051	<0.001
	Y2.3	0.718	Reflect	0.052	<0.001
	Y2.4	0.744	Reflect	0.051	<0.001
	Y2.5	0.720	Reflect	0.052	<0.001
Performance	Y3.1	0.739	Reflect	0.051	<0.001
	Y3.2	0.818	Reflect	0.051	<0.001
	Y3.3	0.804	Reflect	0.051	<0.001
	Y3.4	0.710	Reflect	0.052	<0.001
	Y3.5	0.786	Reflect	0.051	<0.001

Source: Output WarpPLS (Combined loadings and cross-loadings)

Loading is identical to the correlation between indicator and factor (latent variable). The greater the loading, the better the indicator in measuring the latent variable. The highest loading value

shows that the indicator best represents its latent variable. As for organizational support of latent variable, the highest loading value is (X1.4). For professionalism latent variable, the highest loading

is working according to the code of ethics (Y1.6). For Organizational Citizenship Behavior (OCB) for performance latent variable the highest loading value is knowledge (Y3.2).

4.4.Discriminant Validity Testing

Good measurement is unidimensional in nature. It means that the measurement can precisely measure what is being measured (convergent) instead of measuring other constructs (discriminant). Discriminant validity is used to test whether the indicators of a construct are not

latent variable, the highest loading value is compliance (Y2.2). Meanwhile, highly correlated with other indicators of other constructs or at least these indicators are slightly correlated than the indicators of other constructs (Garson, 2009). The discriminant validity test can be carried out by:

- (1) comparing loading with cross-loading.
- (2) average variance extracted (AVE).and
- (3) comparing \sqrt{AVE} with the correlation between latent variables.

Table 3. Cross loadings to Test discriminant validity

Variable	Indicator	Org Sup	Professionalism	OCB	Performance
Organizational Support	X1.1	0.563	0.424	0.371	0.369
	X1.2	0.603	0.435	0.325	0.302
	X1.3	0.699	0.395	0.309	0.326
	X1.4	0.637	0.442	0.316	0.371
	X1.5	0.559	0.464	0.406	0.426
Professionalism	Y1.1	0.426	0.591	0.406	0.412
	Y1.2	0.429	0.553	0.403	0.356
	Y1.3	0.419	0.534	0.411	0.438
	Y1.4	0.395	0.581	0.417	0.443
	Y1.5	0.351	0.583	0.443	0.437
	Y1.6	0.347	0.566	0.558	0.387
	Y1.7	0.402	0.592	0.439	0.449
OCB	Y2.1	0.332	0.491	0.625	0.416
	Y2.2	0.295	0.436	0.629	0.483
	Y2.3	0.300	0.440	0.625	0.432
	Y2.4	0.357	0.467	0.538	0.428
	Y2.5	0.358	0.405	0.557	0.476
Performance	Y3.1	0.350	0.480	0.453	0.600
	Y3.2	0.350	0.443	0.450	0.554
	Y3.3	0.357	0.439	0.459	0.587
	Y3.4	0.397	0.436	0.421	0.598
	Y3.5	0.277	0.408	0.470	0.655

Source: Output WarpPLS (Normalized structure loadings and cross-loadings)

The discriminant validity test results with the three criteria are presented in Table 3 and Table 4. Cross-loading is a simple correlation between indicators with other latent variables in the model.

Ideally, the loading factor must be greater than the cross loading. Hence, it can be considered that the indicator does not measure a construct that is different from the construct to be measured.

Based on Table 3, it is known that the indicator loading value on its latent variable is higher than cross loading. This indicates that the latent construct has predicted its own indicators better than predicting other latent indicators, it can be interpreted to meet the criteria of discriminant validity.

Besides, other than through the comparison between loading and cross loading discriminant validity testing should be strengthened by checking AVE and comparison of \sqrt{AVE} and

correlation between latent variable. AVE shows the ability of the latent variable value in representing the original data score (before being extracted). AVE is identical to multiple R^2 (coefficient of determination). Thus, the greater the AVE, the greater the representation of the value of the original variable by the factor score. The AVE cut-off value is ≥ 0.50 . The value of Average Variance Extracted (AVE) and the correlation between latent variables are presented in the following table.

Table 4.

Average Variance Extracted (AVE) and Correlation between Latent Variables

Variable	AVE	\sqrt{AVE}	Correlation matrix			
			OrSup	Profes	OCB	Perfor
Organizational support	0.542	0.737	0.737	0.702	0.555	0.580
Professionalism	0.574	0.758	0.702	0.758	0.714	0.740
OCB	0.539	0.734	0.555	0.714	0.734	0.727
Performance	0.596	0.772	0.580	0.740	0.727	0.772

Source: Output WarpPLS

Based on Table 4, the value of $\sqrt{AVE} > 0.50$ for every latent variable indicates the ability of the latent variable in explaining or representing the value of the original variable in fulfilling the specified criteria. Furthermore, the discriminant validity test criteria through the comparison of \sqrt{AVE} between latent variables indicate that the value of each latent variable is greater than the correlation with other latent variables.

Based on the above table, it is known that the personality variable correlates most strongly with the organizational support. Organizational support correlates most strongly with professionalism. Professionalism correlates most strongly with performance. Organizational

Citizenship Behavior (OCB) correlates most strongly with performance. Correlation values between these variables are all lower than the value of the 5 latent variables. Hence, it can be concluded that the measurement of the 5 latent variables has the good discriminant validity which can be distinguished from the measurement of other latent variables.

4.5. Reliability Testing

Reliability reflects the consistency of repeated measurement results on the same subject. The measuring instrument is considered reliable or trusted if the results are consistent. Reliability testing uses composite reliability in which its results are presented in the following table.

Table 5. Composite Reliability

Variable	Composite Reliability	Cronbach's alpha
Personality	0.875	0.821
Organizational	0.855	0.786

support		
Professionalism	0.861	0.81
OCB	0.853	0.785
Performance	0.880	0.83

Source: Output WarpPLS

General guidelines used to conclude a reliable measuring instrument is the composite reliability test if it has a value of ≥ 0.70 . Source: Output WarpPLS. Based on table 5, the reliability level of variable measurement is good because each latent variable has a composite reliability value > 0.70 . The composite reliability value of 5 latent variables ranges from 0.853 to 0.880. This means that the indicators support each other in measuring its latent variables. Similarly, all Cronbach's alpha coefficients are > 0.70 which means that the research instrument has a good level of reliability.

4.6. Goodness of Fit Testing

The feasibility of the research model can be proven by looking at the analysis of the coefficient of multivariate determination expressed by Q-Square (Q^2). Q-Square is a measure of how well the carried-out observation in giving the results toward the research model. $Q^2 > 0$ shows the model has predictive relevance. The criteria for the weak and strong of the model are measured based on the value of Q-square predictive relevance ranging from 0 (zero) to one (Latan and Ghazali, 2012). The value of Q-Square predictive relevance closer to 0 indicates a weaker research model. On

the other hand, the value of Q-Square predictive relevance which stays away from 0 (zero) and closer to the value of 1 (one) indicating a better research model. Based on the value R^2 , the Q^2 or Stone Geiser Q-Square test can be calculated such as the following:

$$Q^2 = 1 - \{(1 - 0.566) (1 - 0.680) (1 - 0.271)\}$$

$$= 1 - \{(0.434) (0.320) (0.729)\}$$

$$= 0.898$$

The Q^2 calculation result of 0.898 is said to have high predictive prevalence. Thus, the resulting model is suitable for prediction. The figure of 0.898 can interpret the variation in business performance of 89.8 percent which can be explained by the variations in market orientation, learning orientation, knowledge competence, and innovation. Meanwhile, the remaining 10.2 percent is explained by other variables outside the model.

4.7. Structural Model Testing

Essentially, inner model (structural model) testing examines the hypothesis in the study. Hypothesis testing is carried out using a t-test (T-statistic) on each path of partial direct influence. The results of the GSCA analysis, as well as the results of testing the influence hypothesis, are immediately summarized in the following table:

Table 6. Structural Model of GSCA Results: Direct Influence

H/P	Independent Variable	Dependent Variable	Direct Effect			
			Path coefficient	SE	p-value	Description
H1	Organization Sup.	Professionalism	0.547	0.054	0.000	Significant
H2	Organization Sup.	OCB	0.059	0.058	0.219	Not significant

H3	Professionalism	OCB	0.674	0.052	0.001	Significant
H4	Organization Sup.	Performance	0.090	0.057	0.107	Not significant
H5	Professionalism	Performance	0.405	0.055	0.000	Significant
H7	OCB	Performance	0.661	0.054	0.000	Significant

In addition to direct influence, an indirect influence relationship is presented in the following Table 7:

Table 7. Structural Model of Indirect Influence Results

V Independent	V Dependent	V Intervening	Path coefficient	p-value	Description
Organization Sup.	OCB	Professionalism	0.368	<0.001	Significant
Organization Sup.	Performance	Prof	0.222	0.004	Significant
Professionalism	Performance	OCB	0.446	<0.001	Significant

4.8.Discussion

Information has been obtained based on the results of the hypothesis testing of organizational support. The organization's support in the form of giving advice and direction to resolve problems, providing assistance to problems faced by members, giving praise and appreciation to members who excel, and giving positive attention to members will increase the professionalism of police officers. The support provided by the organization through leadership makes the police officers feel that their presence is considered to be important and they feel like they get the attention they need. Hence, the officers will always try to work optimally for the responsibility they should carry. The heavy burden of the duty as the police officers who barely realize the day goes by makes the police officers feel bored with their own routines. However, the support of the organization in the form of attention from the leadership will increase the spirit in the officers. This reinforces the organizational support theory put forward by

Rhoades and Eisenberger (2002). He says that in order to fulfill the socio-emotional needs and assess the benefits of improved employee work, the organization has to create a perception of the condition when the organization values his contribution and cares for his life. The fact at the research location shows that the attitude and behavior of the leader is discipline while still giving the attention to the members using the humanitarian approach, it makes the members try their best to complete the work. This is in accordance with the respondents' reason who said that "there is a sense of shame in themselves if they do not work optimally, the leader is very kind to the members". This fact reinforces the organizational support theory put forward by Blau (1964) who suggests that perceived organizational support is determined by the same attribution process as used by people to determine the commitment to the social relationship. Precisely, the perceived organizational support is included by frequency, extremity, and seriousness of praise and approval. Brinberg and Castell (1982), also suggest that other rewards such as payment, ranking,

enrichment of position, and influence on organizational policy could influence the perceived support, this can result in a positive evaluation by the organization to employees.

Organizational support has an insignificant positive influence on the Organizational Citizenship Behavior. This shows that perceived organizational support cannot directly establish the Organizational Citizenship Behavior (OCB). The results of this study are different from the results of the Ren-Tao Miao study (2011) which uses correlation and hierarchical regression analysis showing the results of a positive correlation between organizational support and job satisfaction with task performance. In addition, it shows a positive influence between organizational support and job satisfaction on OCB and performance. The findings of this study are also different from the research that has been conducted by Chen, et al (2013). They find that organizational identification and organizational support have a positive influence on the organizational citizenship behavior. Similarly, Elstad (2011) also finds that organizational support creates a good relationship between educator and leader in school which can improve OCB. This study finds that organizational support has an indirect effect on the Organizational Citizenship Behavior (OCB) through professionalism. This means that good organizational support will shape a professional attitude which ultimately has an impact on the formation of Organizational Citizenship Behavior (OCB). This research results are in line with the research conducted by Yuwen Liu (2009) who states that affective commitment acts as a mediator of the influence between OS and Organization Citizenship Behavior (OCB) in a multinational company. Furthermore, mediator fully influences OS and Organization Citizenship Behavior (OCB) in the subsidiary. This research

and the one conducted by Liu (2009) use different intervening variables. However, the results of both studies have similarity where Liu (2009) finds that organizational support (OS) does not influence the subsidiary Organization Citizenship Behavior (OCB) of the multinational company located in mainland China. However, organizational support (OS) indirectly influences Organization Citizenship Behavior (OCB) through affective commitment.

Professionalism has a significant positive effect on Organizational Citizenship Behavior. This shows that the better the professionalism, the better Organizational Citizenship Behavior (OCB). The research results are in line with the research conducted by Cohen (2005) who finds that professionalism influences organizational citizenship behavior. Professionalism is mediated by justice in the workplace in its relationship with organizational citizenship behavior. This result reinforces Evans and Rydin's (2013) research on the development of professionalism research who says that the component of professionalism is related to attitude. Sub-components of professionalism are: perception, evaluative, and motivation for professionalism.

Personality has insignificant positive influence on the members performance. Showing that it cannot improve performance directly. This research result is not in line with the research conducted by Schmitt (2017) who concludes that general cognitive ability is able to predict the performance results depending on the work and situation. Personality also predicts performance. However, it is not optimal for situation where work requires analysis or relevance of theoretical support. However, personality does not directly influence the performance through professionalism and Organizational Citizenship Behavior (OCB). This means that established personality will drive better professionalism and establishment of

Organizational Citizenship Behavior. Eventually, it will affect better performance.

The research results find no direct influence on the organizational support and performance. This is possible because the individual who gets high organizational support tends to work more than the given role in order to help the organization and he also perceives it as an obligation (Meyer & Allen, 1997). Organizational support theory states that employees use the same attribution as in the interpersonal relationship to measure the organizational assessment. Gouldner (1960) argues that good behavior will give the positivity to the individual. Based on this perspective, an employee puts high value in good treatment if it is discretionary instead of the result of external limitation such as government regulation, trade union contract, or competitive wage paid by superior (Eisenberger et al. 1986; Shore and Shore 1995). Based on this theory, organizational support basically does not have a direct influence on performance. The provided organizational support aims at fulfilling the socio-emotional needs and assessing the benefit of improved employee work. Eventually, it creates a perception of the condition when the organization values its contribution and cares for their life. The support is also expected to give an impact on good performance. The study also finds that organizational support has an indirect influence on performance through professionalism and Organizational Citizenship Behavior (OCB). This means that the organizational support felt by the members will encourage good professionalism and the establishment of Organizational Citizenship Behavior (OCB). Ultimately, it will influence a better performance. The results of this study support the research conducted by Kurtessiset. al (2015) who conduct a meta-analysis of antecedent and consequence of organizational support. Kurtessiset. al emphasize that there is

relationship mediation relationship between POS and performance. It is possible that POS mediates the self-efficacy of work and performance.

Professionalism has a significant positive influence on performance. This shows that the better the professionalism owned by someone, the higher the improvement of the performance. The result of this research is in line with the research conducted by Dali danMas'ud (2014) who conclude that the professionalism of an auditor can increase auditor job satisfaction and performance. Professional needs a freedom to make the best decision on every involvement of the auditor. This finding is also in line with the research conducted by Luo and Ruiz (2012) by carrying out in-depth interview. They find that police force as a working group has too heavy working hours and often lose in time. Eventually, it affects their physical and psychological health. Besides, a police officer is required to have a good performance. The good or poor performance of an officer is affected by his professionalism. Although the approach of this research is different, the research results show the similarity where professionalism influences the performance.

The Organization Citizenship Behavior has a significant positive influence on performance. This shows that the better the organizational citizenship behavior, the better the improvement of performance. Organizational Citizenship Behavior shows the behavior of employees who are willing to carry out various kinds of things needed to achieve organizational goals, even though it is beyond the obligation or scope of work (Slocum and Hellriegel, 2007). Such employee behavior leads employees to work harder in order to carry out their organizational obligation which is one of the important factors that drive an increase in the achieved performance. The concept shows the relationship between OCB and employee performance. The results of this study are proved by the findings of several previous studies

conducted by George and Bettenhausen (1990) who find a close relationship between Organization Citizenship Behavior and group performance. While courtesy and attention have no effect on performance. Although this study does not examine the dimension of Organization Citizenship Behavior on performance, the descriptive result, and loading factor show similarity. Both loading value or descriptive statistics show that these two indicators have the lowest value. Hofstede (2001) and Mackenzie et. al. (1993) explain that there are several dimensions of Organization Citizenship Behavior such as altruism, conscience, and employee awareness in accordance with the norms of collective society in India. Hofstede (2001) and MacKenzie et. al. (1993) also explain that Organization Citizenship Behavior can have a positive impact on individual performance to ensure better organizational effectiveness.

V. CONCLUSION

Based on the analysis, it can be concluded that there is a significant influence between the organizational support variable on professionalism variable. However, a different result is obtained on the influence of organizational support variable on OCB and Performance in which it insignificantly affects the variables. Indirect influence of organizational support variable on OCB and Performance through intermediary intervening professionalism variable has also been found.

The results of the study provide support for the previously described concepts, for the concept of organizational support, professionalism, and performance. At the managerial level, the research finding has several important implications such as organizational support given by the leader is already good and should be maintained. Good organizational support is more

directed at improving the members' professionalism. Giving advice, assistance, and listening to the members' problems should be carried out and improved. Giving praise and appreciation for the achievement of members should consider the achievement and the induced impact. The reason is that mistakes in giving praise and appreciation will actually have an unfavorable impact on achieving professionalism. Policymaker in the police force should increase the members' Organization Citizenship Behavior. The results of this study and several previous researchers find a close relationship between Organization Citizenship Behavior and individual and group performance.

The limitation of this study includes the selection of the object which is only in Makassar Metropolitan City Police. Hence, the research results cannot be generalized for other Metropolitan City Police in Republic of Indonesia State Police and the result of R square of each variable is still small.

This study finds that professionalism is the main variable in improving Organizational Citizenship Behavior and performance in the police force. Organizational support influences professionalism, but the contribution is relatively small. Thus, further research is required by developing the indicator in measuring the researched variables or by developing the independent variable such as spiritual intelligence.

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