

Advances in Human Resource Management Research

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Organizational Commitment on Member Performance Through Job Satisfaction



Jihan Febriyanti Asmara Putri ¹ Yendra Yendra ✉ La Ode Marihi ³

✉ Universitas Yapis Papua, Jayapura, Indonesia

^{1,3} Universitas Yapis Papua, Jayapura, Indonesia

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Corresponding author. Yendra Yendra

✉ yendra.sofyan@gmail.com

KEYWORDS	ABSTRACT
<p>Keywords: organizational commitment; job satisfaction; member performance.</p> <p>Conflict of Interest Statement: The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 All Author(s). All rights reserved.</p>	<p>Purpose: This study aims to examine the effect of Organizational Commitment on Member Performance with Job Satisfaction as a mediating variable in the Gegana Detachment of Sat Brimob Polda Papua.</p> <p>Research Design and Methodology: Quantitative methods were employed in this study, utilizing Structural Equation Modeling (SEM) for data analysis. Data were collected through a questionnaire administered to members of the Gegana Detachment.</p> <p>Findings and Discussion: The results demonstrate that Organizational Commitment significantly influences Member Performance, both directly and through Job Satisfaction as a mediating factor. Organizational Commitment positively impacts Job Satisfaction, subsequently enhancing Member Performance. This underscores the positive relationship among these variables, indicating that high organizational commitment leads to greater job satisfaction, thus enhancing performance.</p> <p>Implications: This research contributes to the field of human resource management, particularly in policing contexts. It underscores the significance of Organizational Commitment and Job Satisfaction in enhancing Member Performance. The study offers empirical evidence for policymaking in police human resource management, emphasizing the importance of fostering commitment and job satisfaction for optimal performance. However, limitations include a sample restricted to a single police unit and a cross-sectional design, which does not capture the temporal dynamics of the variables. Future research should employ a broader sample and a longitudinal design, while also considering additional variables, such as leadership style and organizational culture, to provide more comprehensive insights.</p>

Introduction

In organizations, especially in institutions with significant responsibilities such as the police, member performance is the main factor determining operational success. Member performance is influenced not only by technical ability and expertise but also by each individual's organizational commitment (Krisnawati & Suartana, 2017). Organizational commitment is an attitude or behavior that shows members' loyalty and dedication to organizational goals and values. In the Gegana Detachment of Sat Brimob Polda Papua, where tasks are often high-risk and require strong teamwork, organizational commitment is vital. Practically speaking, members with high organizational commitment tend to perform better (Meyer & Allen, 1991). However, some members, despite high commitment, do not maximize their performance. This phenomenon indicates that other factors act

as mediators, including job satisfaction. Job satisfaction refers to the positive feelings individuals have toward their work, including salary, working conditions, relationships with coworkers, and career development opportunities (Judge *et al.*, 2001). In this context, it is essential to examine in greater detail how job satisfaction mediates the relationship between organizational commitment and member performance (Mowday *et al.*, 1979).

Recent studies have shown that organizational commitment is positively correlated with member performance. For example, a survey by Authar, (2019) found that organizational commitment can increase work effectiveness and reduce absenteeism and turnover. Similarly, a study by Mowday, Steers, and Porter (1979) confirmed that organizational commitment is closely related to optimal job performance. However, these studies mainly focus on the private sector and commercial companies, so their results may not apply to police environments or institutions with different job characteristics. In addition, recent studies have also highlighted the role of job satisfaction as a factor that can strengthen the relationship between organizational commitment and member performance. Judge *et al.*, (2001) found, in their meta-analysis, that job satisfaction contributes significantly to employee performance across sectors. However, research integrating these three variables—organizational commitment, job satisfaction, and performance—in the context of the police, particularly at the Gegana Detachment of Sat Brimob Polda Papua, remains very limited. The effect of organizational commitment on member performance, with job satisfaction as a mediator, has been explored in numerous studies. Ratna *et al.*, (2021) found a positive but insignificant relationship between organizational commitment and employee performance at the Papua Early Childhood Development and Community Education Center, suggesting that other factors may play a greater role in this relationship. Rerung & Syafii, (2023) and Christian & Rumbewas, (2021) identified significant effects of organizational culture, compensation, motivation, leadership, and work environment on employee performance across various organizations in Papua, indicating the complexity of the interactions among these factors in shaping employee performance. Afrina, (2023) also emphasized the role of supervision in influencing performance, further confirming the multifaceted nature of this relationship. Thus, although many studies have examined the relationships among organizational commitment, job satisfaction, and member performance, there remain gaps in applying these findings to the police environment. The limitations of previous studies underscore the need for further research to examine these relationships in the context of the Gegana Detachment of Sat Brimob Polda Papua.

The gap between recent studies and current empirical and theoretical work on the effect of organizational commitment on member performance, mediated by job satisfaction, lies in the context of application. Although previous research by Meyer & Allen, (1991) and Mowday, Steers, and Porter (1979) has confirmed the importance of organizational commitment in improving performance, most of these studies were conducted in the private and commercial sectors. These studies failed to consider the unique dynamics and challenges faced by police institutions, such as the Gegana Detachment of Sat Brimob Polda Papua, which operates in a high-risk environment and requires intensive team coordination. Recent research by Judge *et al.*, (2001) also showed that job satisfaction has a significant mediating role in the relationship between organizational commitment and employee performance. However, the context of this research still focuses on other sectors that do not share the same characteristics as police institutions. This gap underscores the need for studies that integrate organizational commitment and job satisfaction in shaping police officers' performance, given differences in work pressure, organizational structure, and operational demands in the police environment. This study aims to fill the gap by providing empirical and theoretical insights relevant to the police context.

Based on the gap analysis above, this study aims to answer the following questions: (1) To what extent does organizational commitment affect the performance of members of the Gegana Detachment of Sat Brimob Polda Papua? (2) How does job satisfaction mediate the relationship between organizational commitment and member performance? This research seeks to make a new contribution to the field of organization and management studies by integrating job satisfaction variables as mediators in the relationship between organizational commitment and member performance, particularly in the context of the police. The novelty of this research lies in its specific focus on the Gegana Detachment of Sat Brimob Polda Papua, one of the police units with highly

distinctive and risky tasks. The study's results are expected to provide practical insights for human resource management in similar environments. In addition, this research is expected to provide strategic recommendations to improve operational effectiveness and efficiency in the Gegana Detachment of Sat Brimob Polda Papua. Furthermore, the results of this study are also expected to serve as a reference for future researchers who want to develop similar studies in different contexts or those with unique job characteristics, enriching the literature on human resource management in the public sector, especially in organizations that have high duties and responsibilities, such as the police.

Literature Review

Organizational Commitment

Organizational commitment is a psychological attachment that members feel toward their organization, including loyalty, identification with organizational goals, and a desire to remain part of it (Sianipar & Haryanti, 2014). Meyer and Allen (1991) define organizational commitment as a multidimensional construct comprising three components: affective, continuance, and normative commitment. Affective commitment refers to members' emotional attachment to the organization and their desire to remain in it, as they genuinely care about and feel part of it. Members with high affective commitment tend to be more motivated to contribute positively to the organization. Continuance commitment is related to members' perceptions of the costs of leaving the organization, including loss of financial, social, or professional benefits. Normative commitment refers to a sense of moral obligation to remain in the organization, often grounded in social norms and personal values. (Suhartini, 2020). Research shows that organizational commitment is positively related to various performance outcomes. Mowday, Steers, and Porter (1979) found that members with high organizational commitment tend to perform better, exhibit lower absenteeism, and show less desire to leave the organization. Studies by Meyer and Allen (1997) show that affective commitment has the strongest relationship with performance, followed by continuance and normative commitment. Although the latter two components are also related to performance, their influence is weaker than that of affective commitment.

The theories underlying the concept of organizational commitment are closely related to motivation theory and social exchange theory. Motivation theory, as proposed by Maslow and Herzberg, suggests that organizations attract individuals whose needs are met, leading to higher commitment. For example, when organizations provide appropriate rewards and recognition, members tend to be more loyal and committed. Social exchange theory, as proposed by Blau, (1964) holds that organizational commitment develops through mutually beneficial exchanges between members and the organization. Members who feel they are being rewarded appropriately for their contributions tend to show higher commitment. Empirical studies support the relationship between organizational commitment and member performance. Research by Chaerunissa & Pancasasti, (2021) shows that affective commitment is positively related to job satisfaction, which in turn contributes to improved member performance. Similarly, research by Suryadi & FoEh, (2022) showed that job satisfaction can mediate the relationship between organizational commitment and member performance. Members who feel satisfied with their jobs tend to show higher commitment and better performance.

In a police context, such as in the Gegana Detachment of Sat Brimob Polda Papua, organizational commitment plays a vital role. High-risk tasks that require solid teamwork make organizational commitment key to operational success. Research by Morrow, (2011) showed that police officers with high organizational commitment tend to be more resilient to job stress and better able to manage stressful situations. This supports Lambert, (2017) findings which indicated that organizational commitment can help reduce burnout and improve police officers' well-being. This study seeks to fill the gap by examining how organizational commitment affects member performance through job satisfaction as a mediating variable in the Gegana Detachment of Sat Brimob Polda Papua, with a specific focus on police units with highly distinctive and risky tasks.

Job Satisfaction

Job satisfaction is an essential concept in the study of human resource management and organizational behavior, referring to the general attitude individuals have towards their work, including positive or negative feelings about various aspects of the job (Meithiana, 2017). According to Judge & Locke, (1993) job satisfaction includes dimensions such as pay, working conditions, relationships with coworkers, and career development opportunities. Job satisfaction not only affects individual performance but also overall organizational effectiveness. This definition suggests that job satisfaction is a subjective evaluation of an individual's work experience. Factors that influence job satisfaction include fair compensation, comfortable working conditions, harmonious relationships with coworkers and superiors, and career development opportunities and recognition (Nurwati, 2021). Robbins *et al.*, (2019) emphasized that job satisfaction can be improved through a supportive work environment, fair management policies, and a positive organizational culture. Theories of job satisfaction are highly diverse, among them Herzberg's Two-Factor Theory. Herzberg, (1968) distinguishes between factors that cause satisfaction (motivators) and those that cause dissatisfaction (hygiene factors). Factors that cause satisfaction, such as recognition, responsibility, and achievement, are called motivators. In contrast, factors that cause dissatisfaction, such as company policies, supervision, and working conditions, are referred to as hygiene factors. According to Herzberg, improving motivators can increase job satisfaction and performance, while improving hygiene factors can only reduce dissatisfaction without significantly increasing job satisfaction.

Empirical research supports the importance of job satisfaction in improving member performance. Dharmayasa & Adnyani, (2020) found, in their meta-analysis, that job satisfaction is positively related to employee performance across sectors. They stated that employees who are satisfied with their jobs tend to perform better, be more motivated, and experience fewer mental health problems. In addition, they also tend to have lower absenteeism and turnover rates. The relationship between job satisfaction and performance can also be explained through Social Exchange Theory. According to Novliadi, (2007) work relationships can be seen as a form of social exchange in which employees who feel well treated by the organization tend to provide rewards in the form of good performance. Employees who feel satisfied with their jobs tend to show higher commitment and better performance because they feel emotionally and morally bound to the organization. (Argon & Liana, 2020). Research by Hackman & Oldham, (1976) using the Job Characteristics Model shows that jobs with five core characteristics—skill variety, task identity, task significance, autonomy, and feedback—tend to result in higher job satisfaction. This model emphasizes the importance of job design in creating conditions that support job satisfaction and performance.

In a police context, such as the Gegana Detachment of Sat Brimob Polda Papua, job satisfaction is crucial. High-risk tasks that require strong teamwork make job satisfaction a key factor in maintaining member morale and performance. Research by Rahmani & Yuniawan, (2015) shows that job satisfaction among police officers is closely related to their perceptions of organizational justice, social support from colleagues, and the quality of supervision. Research by Lambert, (2017) showed that job satisfaction can help reduce burnout levels and improve the well-being of police officers. They found that police officers who were satisfied with their jobs tended to be more resilient to job stress and better able to manage stressful situations. Overall, job satisfaction is a complex, multidimensional variable with significant implications for individual performance and organizational effectiveness. By deepening understanding of the factors that influence job satisfaction and how it interacts with other variables, such as organizational commitment, this research is expected to provide practical insights for human resource management within the police force and other organizations with similar characteristics.

The Effect of Organizational Commitment on Member Performance

Organizational commitment is the psychological and emotional attachment that members have to their organization, including loyalty, identification with organizational goals, and the desire to remain in the organization. (Sianipar & Haryanti, 2014). According to Meyer & Allen, (1991) organizational commitment is a multidimensional construct comprising three components: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to members'

emotional attachment to the organization, as they genuinely care and feel an integral part of it. Continuance commitment relates to members' perceptions of the costs they would incur if they left the organization. Normative commitment refers to the feeling of moral obligation to remain in the organization. Previous research shows that organizational commitment is positively related to member performance. Hadi *et al.*, (2019) found that members with high commitment tend to be more dedicated and motivated, and to try harder to achieve organizational goals. In addition, they exhibit lower absenteeism rates and a lower desire to leave the organization. This study supports the findings of Commeiras & Fournier, (2001), who also showed that organizational commitment reduces the intention to go and increases work engagement.

Meyer & Allen, (1997) found that affective commitment has the strongest relationship with member performance among the three components. Members who have an emotional attachment to the organization tend to put more effort into achieving organizational goals and perform better. In contrast, continuance commitment and normative commitment, although also related to performance, had a weaker influence. This research shows that members who stay in the organization because they feel emotionally attached tend to make greater contributions than those who wait for financial reasons or moral obligations. Theories that support the concept of organizational commitment include Social Exchange Theory and Investment Theory. Blau (1964), in Social Exchange Theory, explains that work relationships are a form of exchange in which members who feel valued by the organization tend to provide exemplary performance in return. In the context of organizational commitment, members who feel that the organization treats them well and meets their needs tend to show higher commitment and better performance. Becker, (1960) in Investment Theory states that members who have invested time, effort, and resources in the organization will perform better to secure their investment and reduce turnover costs if they leave.

Other empirical studies support the relationship between organizational commitment and member performance. Research by Allen & Meyer, (1996) shows that members with high affective commitment tend to perform better, work harder, and be more motivated to contribute to the organization's success. In addition, research by Mathieu & Zajac, (1990) found that affective commitment is a strong predictor of job performance, suggesting that emotional attachment is a key factor in determining job performance. The relationship between organizational commitment and member performance can also be examined through the lens of job satisfaction as a mediator. Research by Judge *et al.*, (2001) in their meta-analysis showed that job satisfaction is positively related to employee performance and can strengthen the relationship between organizational commitment and performance. Members who are satisfied with their jobs tend to show higher commitment and better performance because they feel valued and motivated. In a police context, such as the Gegana Detachment of Sat Brimob Polda Papua, organizational commitment plays a crucial role. Research by Lambert, (2017) showed that police officers with high organizational commitment tend to be more resilient to work stress and better able to manage stressful situations. They also found that organizational commitment can help reduce burnout levels and improve police officers' well-being. These findings support the findings of Brough & Frame, (2004) who showed that organizational commitment is negatively related to job stress and positively related to performance among police officers.

Job Satisfaction as a Mediating Factor

Job satisfaction is a positive attitude that individuals have towards their jobs, including feelings of pleasure and satisfaction derived from various aspects of work such as salary, working conditions, relationships with coworkers, and career development opportunities (Sari, 2019). Job satisfaction plays a vital role in determining employee motivation and performance and has been a significant focus in many organizational behavior studies. Research shows that job satisfaction can mediate the relationship between organizational commitment and member performance. According to Sukidi & Wajdi, (2017), job satisfaction is positively related to employee motivation, which, in turn, affects their performance. Judge *et al.*, (2001) found, in their meta-analysis, that job satisfaction is positively related to employee performance across sectors, suggesting that satisfied employees tend to perform better. This indicates that job satisfaction may act as a bridge linking organizational commitment to member performance. In the context of organizational commitment, Meyer *et al.*, (2002) found that

affective commitment is positively related to job satisfaction. Members who have an emotional attachment to the organization tend to feel more satisfied with their work because they feel support and recognition from the organization. This satisfaction then motivates them to work harder and achieve higher performance. Normative commitment is also related to job satisfaction, though the relationship is weaker than that with affective commitment. Members who feel a moral obligation to remain in the organization may also feel satisfied if they see that their contributions are valued.

Theories relevant to this concept include Herzberg's Two-Factor Theory and Social Exchange Theory. Two-Factor Theory Herzberg, (1968) distinguishes between factors that cause satisfaction (motivators) and dissatisfaction (hygiene factors). According to Herzberg, factors such as recognition, responsibility, and achievement can increase job satisfaction and motivate employees to perform better. Hygiene factors such as company policies, supervision, and good working conditions can reduce dissatisfaction but do not directly increase satisfaction or performance. Blau's Social Exchange Theory (1964) explains that the employment relationship is a form of social exchange in which employees who feel well-treated by the organization tend to reciprocate by providing rewards, such as good performance. In the context of job satisfaction, employees who feel the organization meets their needs and expectations tend to be satisfied and motivated to give their best to the organization. Empirical studies support the mediating role of job satisfaction in the relationship between organizational commitment and performance. Research by Umar, (2012) shows that members with high affective commitment tend to be more satisfied with their jobs and perform better. Research by Hackman & Oldham, (1976) using the Job Characteristics Model shows that jobs with a variety of skills, task identity, task significance, autonomy, and feedback tend to produce higher job satisfaction. This satisfaction then increases members' motivation and performance.

In the police context, research by Zhao *et al.*, (1999) showed that job satisfaction is closely related to members' perceptions of organizational justice, co-worker social support, and the quality of supervision. Police officers who feel that the organization treats them fairly and provides adequate support tend to feel more satisfied with their jobs. Research by Lambert, (2017) also showed that job satisfaction can help reduce burnout levels and improve police officers' well-being. They found that police officers who are satisfied with their jobs tend to be more resilient to work stress and better able to manage stressful situations. Another study by Wright & Bonett, (2007) showed that supportive working conditions and effective leadership styles can strengthen the relationship between job satisfaction and performance. They found that employees who work in supportive environments and are led by supervisors who value their contributions tend to show higher job satisfaction and better performance. Overall, job satisfaction is a complex, multidimensional variable with significant implications for individual performance and organizational effectiveness. By deepening understanding of the factors that influence job satisfaction and how it interacts with other variables, such as organizational commitment, this research is expected to provide practical insights for human resource management in the police and other organizations with similar characteristics.

Research Design and Methodology

This research uses a quantitative approach, collecting data in numerical form and analyzing them using statistical procedures to obtain information. The method used was a survey, in which data were collected through questionnaires filled out by members of the Gegana Detachment of Sat Brimob Polda Papua. The research design used follows Sangadji (2010) and includes steps ranging from selecting research problems and conducting preliminary studies to problem formulation and report writing. The study population was 192 members of the Gegana Detachment of Sat Brimob Polda Papua, and the entire population was used as a sample using the Saturated Sampling method. The research variables consist of independent variables (Organizational Commitment, X), dependent variables (Member Performance, Y), and mediating variables (Job Satisfaction, Z). The operational definition of variables includes various indicators measured using an interval scale. Data were collected from primary sources through questionnaires and interviews, as well as from secondary sources in the literature and previous research. The data analysis technique uses Structural Equation Modeling (SEM) to test relationships and hypotheses. The research instrument was tested for validity and reliability. Structural model evaluation involves assessing sample adequacy, normality, outliers, and various goodness-of-fit

criteria, including the Chi-square, RMSEA, GFI, AGFI, CFI, and TLI. Mediation testing uses the Sobel Test to determine the significance of the mediating variable. This research is expected to provide practical insights for human resource management in the police environment and contribute to the literature of human resource management and organizational behavior.

Findings and Discussion

Findings

Validity is the degree to which a measuring instrument measures what it is intended to measure (Sugiyono, 2013). Validity testing uses the *r* table; if *r* count > *r* table, the instrument is valid. Reliability refers to the consistency of the results from measuring instruments. Reliability testing is conducted using Cronbach's Alpha; if the value is $\geq 70\%$ (0.70), the instrument is considered reliable or consistent; if $\leq 70\%$ (0.70), the instrument is considered unreliable (Ferdinand, 2011).

Table 1. Research Instrument Test Results

Variables	Item	R count	R table	Description	Cronbach's Alpha Based on Standardized Items	Description
Organizational Commitment (X)	Employee Willpower	0.754	0.166	Valid	0.829	Reliable
	Employee Loyalty	0.676	0.166	Valid		
	Employee Pride	0.721	0.166	Valid		
	Effective Commitment	0.766	0.166	Valid		
	Normative Commitment	0.750	0.166	Valid		
	Sustainability Commitment	0.737	0.166	Valid		
	Quality	0.657	0.166	Valid		
	Quantity	0.638	0.166	Valid		
Member Performance (Y)	Timeliness	0.641	0.166	Valid	0.748	Reliable
	Cost Effectiveness	0.723	0.166	Valid		
	Safe Supervision Needs	0.661	0.166	Valid		
	Interpersonal Relationships	0.674	0.166	Valid		
	Jobs	0.578	0.166	Valid		
Job Satisfaction (Z)	Wages	0.589	0.166	Valid	0.688	Reliable
	Salary	0.624	0.166	Valid		
	Position Promotion	0.674	0.166	Valid		
	Supervisor	0.710	0.166	Valid		
	Coworkers	0.584	0.166	Valid		

Source: Processed Data Using SPSS 24 (2024)

Table 1 presents the validity and reliability test results for the Organizational Commitment, Member Performance, and Job Satisfaction variables. The validity test results show that all items in each variable have a calculated R value greater than the R table value of 0.166, indicating that all items are valid. This indicates that the measuring instrument used can precisely measure what it is intended to measure. In addition, the reliability test results show varying Cronbach's Alpha values: 0.829 for Organizational Commitment, 0.748 for Member Performance, and 0.688 for Job Satisfaction. Cronbach's Alpha values above 0.70 indicate that the instruments are reliable or consistent, except for Job Satisfaction, which is close to the reliability limit. Overall, these results indicate that the research instruments used to measure these variables are sufficiently valid and reliable, providing confidence that the data obtained can be relied upon for further analysis.

Normality Test Results and Outlier Evaluation

Table 2 presents the results of the normality test of the distribution of the variables in the study and the Mahalanobis distance to identify outliers. The skewness and kurtosis values, as well as the critical ratio (C.R.), indicate that most variables have near-normal distributions. The C.R. skewness

values range from -2.58 to 2.58, indicating a fairly symmetrical distribution of the data. Some variables, such as Timeliness, have a C.R. kurtosis value of 4.129, which is outside the normal range but still generally acceptable for analysis. In addition, the Mahalanobis distance was used to detect multivariate outliers. From the results shown, observation 88 has a Mahalanobis distance of 39.352, which is close to the critical value of 42.3124, suggesting potential outliers but still within the tolerance limit. Observation numbers 115 and 122 also show relatively high Mahalanobis distances but do not exceed the critical value, so they remain acceptable in the analysis. Overall, the normality test results indicate that the data used in this study meet the normality assumptions required for further analysis using AMOS 26. The data are considered valid for use in the structural analysis model, allowing researchers to obtain accurate and reliable results from the statistical analysis conducted.

Table 2. Normality Test Results and Outlier Evaluation

Variables	Min	Max	Skew	C.R. Skew	Kurtosis	C.R. Kurtosis	Observation Number	Mahalanobis distance	Critical Mahalanobis Distance (18;0;001)
Interpersonal Relationships	5.000	10.000	0.395	1.908	0.279	0.674	88	39.352	42.3124
Safe Supervision Needs	4.000	10.000	-0.001	-0.007	0.371	0.896	115	35.403	
Cost Effectiveness	4.000	10.000	0.343	1.655	0.779	1.880	122	32.515	
Timeliness	4.000	10.000	0.406	1.959	1.709	4.129	-	-	
Quantity	4.000	10.000	0.121	0.584	0.004	0.010	-	-	
Quality	5.000	10.000	0.304	1.468	0.143	0.345	-	-	
Coworkers	4.000	10.000	-0.075	-0.363	-0.106	-0.256	-	-	
Supervisor	5.000	10.000	-0.049	-0.235	-0.387	-0.934	-	-	
Position	5.000	10.000	0.198	0.955	-0.069	-0.167	-	-	
Promotion									
Salary	5.000	10.000	0.074	0.360	0.091	0.220	-	-	
Wages	5.000	10.000	0.006	0.027	0.041	0.099	-	-	
Jobs	4.000	10.000	-0.180	-0.869	0.146	0.353	-	-	
Sustainability	5.000	10.000	0.183	0.882	0.380	0.917	-	-	
Commitment									
Normative	5.000	10.000	0.083	0.403	-0.016	-0.040	-	-	
Commitment									
Effective	5.000	10.000	-0.098	-0.474	0.145	0.349	-	-	
Commitment									
Employee	5.000	10.000	0.085	0.412	0.282	0.681	-	-	
Pride									
Employee	5.000	10.000	0.123	0.594	-0.133	-0.321	-	-	
Loyalty									
Employee	5.000	10.000	0.289	1.394	-0.025	-0.060	-	-	
Willpower									
Multivariate				16.424		3.621	101	13.959	

Source: Data processed AMOS 26, 2024

Goodness-of-Fit Model Analysis Results

Based on Figure 1, the Loading Factor coefficients for the Organizational Commitment variable (X) indicate that employee willingness has a value of 0.67, employee loyalty 0.59, employee pride 0.64, practical commitment 0.73, normative commitment 0.70, and continuance commitment 0.67. In the Member Performance variable (Y), quality has a value of 0.60, quantity 0.55, timeliness 0.56, cost effectiveness 0.62, the need for safe supervision 0.54, and interpersonal relationships 0.59. While in the Job Satisfaction variable (Z), work has a value of 0.46, wages 0.51, salary 0.53, promotion 0.58, supervisors 0.60, and coworkers 0.48. Employee loyalty (0.59) and the need for supervision (0.54) indicate that a lack of attention to security can reduce loyalty. Practical commitment (0.73), promotion (0.58), and cost-effectiveness (0.62) indicate that organizational commitment strongly influences organizational effectiveness. Factors such as strong organizational values and support within the organization likely contribute to these results.

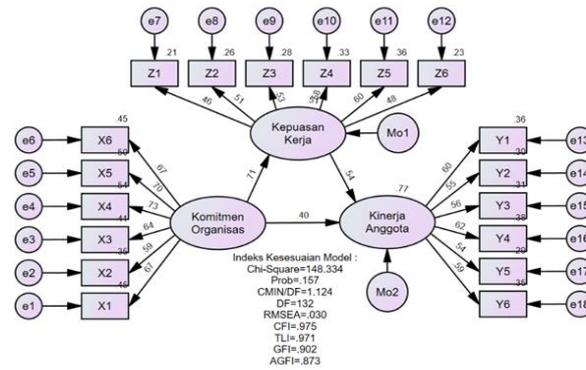


Figure 1. Structural Equation Modeling (SEM) Equations
 Source: Data processed AMOS 26, 2024

Table 3. Goodness of Fit Model Results

Goodness of Fit Indices	Cut off Value	Results	Model Evaluation
Chi-Square	Expectedly Small	148.334	Fit
Probability	> 0.05	0.157	Fit
CMIN/DF	< 2.0	1.124	Fit
RMSEA	< 0.08	0.030	Fit
CFI	> 0.95	0.975	Fit
TLI	> 0.95	0.971	Fit
GFI	> 0.90	0.902	Fit
AGFI	> 0.90	0.873	Marginal

Source: Data Processed AMOS 26, (2024)

The model fit test results in Table 3 show that the model has a good fit across various measures. The Chi-Square value is 148.334 with a probability of 0.157, indicating that the model is fit. The Chi-Square/Degree of Freedom (CMIN/DF) value is 1.124, which is smaller than 2, so it is considered fit. The RMSEA value is 0.030, indicating good fit, as it is less than 0.08. The Goodness-of-Fit Index (GFI) is 0.902, indicating good model fit. The Adjusted Goodness-of-Fit Index (AGFI) was 0.873, slightly below 0.90, indicating a marginal fit. The Comparative Fit Index (CFI) is 0.975, indicating good model fit. The Tucker-Lewis Index (TLI) was 0.971, indicating a good fit, as it was close to 1. Overall, these measures indicate that the model used in this study has good accuracy and is acceptable.

Hypothesis Test

Table 4 shows that Organizational Commitment has a significant effect on Job Satisfaction with an estimate of 0.476, a C.R. value of 3.993, and a significance of 0.000. This indicates that an increase in organizational commitment significantly increases members' job satisfaction. In addition, Organizational Commitment also has a significant effect on Member Performance with an estimate of 0.346, a C.R. value of 2.525, and a significance of 0.012. This indicates that high organizational commitment is associated with improved member performance. Job Satisfaction itself has a significant influence on Member Performance with an estimate of 0.697, a C.R. value of 2.768, and a significance of 0.006. This confirms that high job satisfaction is paramount in improving member performance. In conclusion, both organizational commitment and job satisfaction directly and significantly affect member performance, with job satisfaction acting as a potent mediator in this relationship.

Table 4. Coefficient Value (estimate) of Variable Effect and Direct Effect Analysis Results

Relationship between Variables	Estimate	S.E.	C.R.	P	Organizational Commitment	Job Satisfaction	Member Performance
Organizational Commitment → Job Satisfaction	0,476	0,119	3,993	0,000	0,476	0,000	0,000
Organizational Commitment → Member Performance	0,346	0,137	2,525	0,012	0,346	0,697	0,000
Job Satisfaction → Member Performance	0,697	0,252	2,768	0,006			

Source: Processed Data Using SPSS 24 (2024)

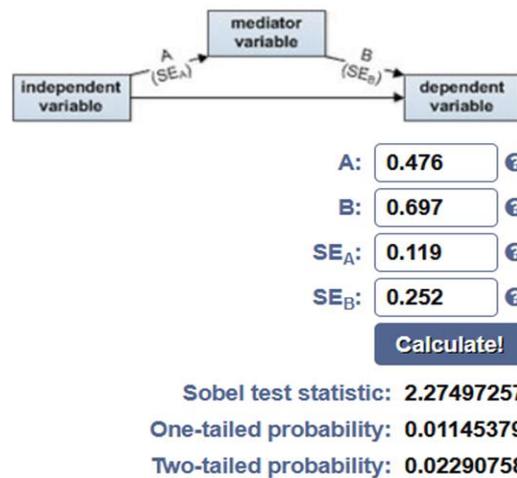


Figure 2. Sobel Test
 Source: Data processed AMOS 26, 2024

Based on the results of the *sobel* test in Figure 4, it can be explained that Job Satisfaction on the relationship between the Organizational Commitment and Member Performance variables produces a value of 2.27497257 \geq 1.96, with a *two-tailed probability* value of 0.02290758 $<$ 0.05 so that the Job Satisfaction variable has an indirect effect on Organizational Commitment and Member Performance can be accepted to mediate the relationship directly. This shows that Job Satisfaction can mediate Organizational Commitment to Member Performance.

Discussion

Organizational Commitment on Member Performance

The results of this study indicate that Organizational Commitment has a significant effect on Member Performance. This finding supports the first hypothesis, which states that Organizational Commitment affects Member Performance. In this context, organizational commitment can be understood as the emotional and psychological attachment of members to the organization, encompassing loyalty, identification with organizational goals, and a desire to remain part of it. Theoretically, this result is consistent with the basic concept of organizational commitment proposed by Meyer and Allen (1991), who identified three main components: affective commitment, continuance commitment, and normative commitment. In this study, the three components contributed to members' performance in different ways. Affective commitment, for example, reflects a strong emotional attachment and a tendency for members to work harder and achieve organizational goals because they genuinely care about the organization.

The results of this study support the first hypothesis, which states that Organizational Commitment affects Member Performance. Support for this hypothesis is indicated by the analysis results, which show a significant relationship between the Organizational Commitment and Member Performance variables. High Organizational Commitment among members not only increases their motivation but also leads to better performance outcomes. This suggests that organizations that successfully foster high commitment among their members will see increased productivity and effectiveness. This finding also aligns with Blau's (1964) social exchange theory, which holds that work relationships can be seen as a form of social exchange in which members who feel valued by the organization tend to provide exemplary performance in return. In this case, members with high commitment feel valued and supported by the organization, which motivates them to give their best at work. This theory explains why high organizational commitment is positively related to member performance. This study is also consistent with previous research by Mowday, Steers, and Porter (1979), who found that organizational commitment has a significant impact on member performance. Those with high commitment tend to be more dedicated and motivated, and they try harder to achieve organizational goals. Research by Meyer and Allen (1997) also shows that affective commitment has the strongest relationship with member performance among the three components. Thus, the findings of this study strengthen the existing empirical evidence regarding the importance

of organizational commitment in improving member performance.

However, studies also show different results, especially across contexts. For example, research in the private sector may show that continuance commitment or normative commitment has a greater influence compared to affective commitment. This difference could be due to variations in organizational culture, industry type, or job characteristics. Nonetheless, the findings of this study remain relevant and important for understanding the dynamics of organizational commitment in the police context, particularly in the Gegana Detachment of Sat Brimob Polda Papua. The practical implications of these findings are significant for human resource management in the police environment. Management needs to foster affective commitment among members by creating a supportive work environment, recognizing their contributions, and ensuring they feel valued and supported by the organization. Development and training programs that focus on increasing members' engagement and loyalty can help improve organizational commitment and, in turn, their performance. Management needs to pay attention to factors that influence job satisfaction, as research shows that job satisfaction significantly influences member performance. By improving job satisfaction through initiatives such as better working conditions, fair compensation, and career development opportunities, organizations can increase members' commitment and overall performance.

Organizational Commitment on Job Satisfaction

The results of this study indicate that Organizational Commitment has a significant effect on Job Satisfaction. This finding supports the second hypothesis, which states that Organizational Commitment affects Job Satisfaction. In this context, organizational commitment can be understood as a member's emotional and psychological attachment to the organization, encompassing loyalty, identification with organizational goals, and a desire to remain part of it. Job satisfaction, on the other hand, reflects an individual's level of comfort and satisfaction with various aspects of their job, including salary, working conditions, relationships with coworkers, and career development opportunities. Theoretically, these results are consistent with the basic concept proposed by Meyer and Allen (1991), who identified three main components of organizational commitment: affective commitment, continuance commitment, and normative commitment. In this study, the three components contributed to job satisfaction in different ways. Affective commitment, for example, reflects a strong emotional attachment and a tendency for members to feel satisfied with their jobs because they genuinely care about the organization.

The results of this study support the second hypothesis, which states that Organizational Commitment affects Job Satisfaction. Support for this hypothesis is indicated by the analysis, which shows a significant relationship between the Organizational Commitment and Job Satisfaction variables. Members with high organizational commitment tend to be more satisfied with their jobs because they feel valued and supported, and they have a strong emotional attachment to the organization. This suggests that organizations that successfully foster high commitment among their members will see increased job satisfaction. This finding is also in line with Blau's (1964) social exchange theory, which holds that the employment relationship can be viewed as a form of social exchange in which members who feel valued by the organization tend to be satisfied with their jobs in return. In this case, members with high commitment feel valued and supported by the organization, which increases their satisfaction with their work. This theory explains why high organizational commitment is positively related to job satisfaction. This study is also consistent with previous research by Meyer *et al.*, (2002), who found that affective commitment is positively related to job satisfaction. Those with a strong emotional attachment to the organization tend to be more satisfied with their jobs because they feel valued and supported by it. Research by Judge *et al.*, (2001) also showed that job satisfaction is positively related to employee performance, suggesting that satisfied employees tend to perform better.

However, studies also show different results, especially across contexts. For example, research in the private sector may show that continuance commitment or normative commitment has a greater influence on job satisfaction than affective commitment. This difference could be due to variations in organizational culture, industry type, or job characteristics. Nonetheless, the findings

of this study remain relevant and important for understanding the dynamics of organizational commitment in the police context, particularly in the Gegana Detachment of Sat Brimob Polda Papua. The practical implications of these findings are significant for human resource management in the police environment. Management needs to foster affective commitment among members by creating a supportive work environment, recognizing their contributions, and ensuring they feel valued and supported by the organization. Development and training programs that focus on increasing members' engagement and loyalty can help increase organizational commitment and, in turn, their job satisfaction. Management needs to pay attention to factors that influence job satisfaction, as research shows that job satisfaction significantly influences member performance. By improving job satisfaction through initiatives such as better working conditions, fair compensation, and career development opportunities, organizations can increase members' commitment and overall performance.

Job Satisfaction on Member Performance

The results of this study indicate that Job Satisfaction has a significant effect on Member Performance. This finding supports the third hypothesis, which states that Job Satisfaction affects Member Performance. In this context, job satisfaction can be understood as a positive attitude individuals hold towards various aspects of their work, including salary, working conditions, relationships with coworkers, and career development opportunities. High job satisfaction indicates that individuals are satisfied with their jobs, which, in turn, increases their motivation and performance. The results of this study link the basic concept of job satisfaction with performance. When people are satisfied with their jobs, they are more motivated to complete their tasks well, show higher dedication, and try harder to achieve organizational goals. High job satisfaction also reduces stress levels and improves mental well-being, thereby contributing to better performance. This study supports the third hypothesis that Job Satisfaction affects Member Performance. The significant relationship between Job Satisfaction and Member Performance provides support for this hypothesis. Members who are satisfied with their jobs tend to perform better because they feel motivated and supported by the organization. This suggests that efforts to improve job satisfaction can significantly enhance member performance.

The theories supporting this study's findings include Work-Life Balance Theory and Maslow's Needs Theory. Work-Life Balance Theory emphasizes that high job satisfaction enables individuals to achieve a balance between work and personal life, thereby improving their performance at work. Meanwhile, Maslow's Needs Theory suggests that when individuals' basic needs, such as security and rewards, are met, they are more likely to achieve higher levels of performance. This study is also in line with previous research by Judge *et al.*, (2001), which found that job satisfaction is positively related to employee performance across sectors. The study found that employees who are satisfied with their jobs tend to perform better, have lower absenteeism rates, and have less intention to leave the organization. In addition, Locke's (1976) research emphasized that job satisfaction is an important factor affecting employee motivation and productivity. Research by Hackman and Oldham (1976) through the Job Characteristics Model also supports these findings. The model shows that jobs with five core characteristics—skill variety, task identity, task significance, autonomy, and feedback—tend to result in higher job satisfaction. This satisfaction then increases members' motivation and performance. This research suggests that organizations that successfully create a work environment that meets these characteristics will see improvements in job satisfaction and member performance.

However, studies also show different results. For example, in some industry-specific contexts, factors such as high work pressure or lack of career development opportunities may reduce the positive impact of job satisfaction on performance. These differences could be due to variations in organizational culture, job type, or work environment. Nonetheless, the findings of this study remain relevant and important for understanding how job satisfaction can improve performance in a police context, particularly in the Gegana Detachment of Sat Brimob Polda Papua. The practical implications of these findings are significant for human resource management in the police environment. Management should focus on increasing job satisfaction by creating a supportive, fair,

and appropriately rewarding work environment. Measures such as improved working conditions, fair compensation, and career development opportunities can increase members' job satisfaction, thereby improving their performance. It is important to support and recognize members who perform well. Recognition of their contributions not only increases job satisfaction but also motivates other members to improve their performance. Development and training programs that focus on skill enhancement and career development can also help improve members' job satisfaction and performance. Management needs to foster a positive, inclusive work culture. A supportive work culture, where members feel valued and supported, will increase their job satisfaction and performance. This can be done through employee wellness programs, mental health support, and good work-life balance policies.

Organizational Commitment on Member Performance Through Job Satisfaction

The results of this study indicate that Organizational Commitment significantly influences Member Performance, with Job Satisfaction as a mediating variable. This finding supports the hypothesis that Job Satisfaction mediates the relationship between Organizational Commitment and Member Performance. Theoretically, this result is consistent with the basic concept of organizational commitment proposed by Meyer and Allen (1991), who identified three main components: affective commitment, continuance commitment, and normative commitment. These three components influence how organizational members feel about their job satisfaction. Affective commitment, for example, reflects a strong emotional attachment and the tendency for members to feel satisfied with their jobs because they genuinely care about the organization. This study supports the hypothesis that Job Satisfaction mediates the relationship between Organizational Commitment and Member Performance. Support for this hypothesis is provided by the analysis, which shows that Job Satisfaction significantly strengthens the relationship between Organizational Commitment and Member Performance. This means that members who are satisfied with their jobs and have high organizational commitment tend to perform better. Job satisfaction is a key factor linking organizational commitment to improved member performance.

This finding is also consistent with Blau's (1964) social exchange theory, which holds that work relationships can be seen as a form of social exchange in which members who feel valued by the organization tend to provide exemplary performance in return. In this case, highly committed members feel valued and supported by the organization, which in turn makes them more satisfied with their work and improves their performance. This theory explains why high organizational commitment is positively associated with member performance via job satisfaction. This study is also consistent with previous research by Judge *et al.*, (2001), which found that job satisfaction is positively associated with employee performance across sectors. The study found that employees who are satisfied with their jobs tend to perform better, have lower absenteeism rates, and have a lower intention to leave the organization. In addition, Locke's (1976) research emphasized that job satisfaction is an important factor affecting employee motivation and productivity. Research by Hackman and Oldham (1976) through the Job Characteristics Model also supports these findings. The model suggests that jobs with five core characteristics—skill variety, task identity, task significance, autonomy, and feedback—tend to result in higher job satisfaction. This satisfaction then increases members' motivation and performance. This research suggests that organizations that successfully create a work environment that meets these characteristics will see improvements in job satisfaction and member performance.

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organization. Development and training programs that focus on increasing members' engagement and loyalty can help increase organizational commitment and, in turn, their job satisfaction. Management needs to pay attention to factors that influence job satisfaction, as research shows that job satisfaction significantly influences member performance. By improving job satisfaction through initiatives such as better working conditions, fair compensation, and career development opportunities, organizations can increase members' commitment and overall performance.

Conclusion

This study aims to examine the effect of Organizational Commitment on Member Performance with Job Satisfaction as a mediating variable in the Gegana Detachment of Sat Brimob Polda Papua. Using quantitative methods and Structural Equation Modeling (SEM), this study found that Organizational Commitment significantly influences Member Performance, both directly and through Job Satisfaction as a mediator. The hypothesis proposed in this study was accepted, showing a positive relationship between these variables.

The value of this research lies in its contribution to the science and practice of human resource management, particularly in the police context. This study provides a deeper understanding of the importance of Organizational Commitment and Job Satisfaction in improving Member Performance. The findings can serve as a basis for policy-making in human resource management, emphasizing the importance of building commitment and job satisfaction to achieve optimal performance. The originality of this study lies in its focus on the police environment which has unique characteristics and requires a specific management approach.

However, this study has several limitations that need to be considered. First, the sample came from only one police unit, so the results may not be generalizable to other police units or other sectors. Second, this study uses a cross-sectional design, so it cannot capture changes in the dynamics of the relationship between variables over time. For future research, it is recommended to use a broader and more varied sample and a longitudinal design to test the stability of the relationship between variables. In addition, adding variables such as leadership style and organizational culture can provide a more comprehensive understanding of the factors that influence member performance.

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