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RESEARCH ARTICLE

A STRUCTURAL EQUATION MODEL ON ORGANIZATIONAL COMMITMENT IN RELATION TO CITIZENSHIP BEHAVIOR, JOB SATISFACTION AND ORGANIZATIONAL INFORMATION SECURITY OF POLICE OFFICERS IN REGION XII

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ABSTRACT

The researcher used Structural Equation Modeling (SEM) to determine the most appropriate model for organizational commitment of police officer's in Region XII. The study used a quantitative non-experimental research design with a descriptive- predictive approach. The sample size comprised 400 participants who were selected through a stratified sampling technique. These participants were surveyed using standardized adapted instruments to gather data. The data was then evaluated using a variety of statistical approaches such as the mean, Pearson product moment correlation, multiple regression, and structural equation modeling. The study's findings revealed that Organizational Citizenship Behavior, Job Satisfaction, Organizational Information Security and Organizational Commitment were all at a very high level. Furthermore, it was observed that all three exogenous variables had a significant relationship with Organizational Commitment of the Police officer's. However, when performing regression analysis, it was observed that Job Satisfaction had the strongest influence on organizational commitment in Region XII. In terms of model evaluation, Model 5 consistently demonstrated an outstanding fit to the data. As a result, Model 5 was identified as the most parsimonious model for this study. As remaining indicators and strong predictors of organizational commitment, the best-fit model includes indicators of employee corporation and conscientiousness; job characteristics and promotion; and organizational information security such as security compliance intention, security participation intention, security motivation, and security climate.

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INTRODUCTION

Over the past, organizational commitment has been identified as one of the most important variables in understanding the work behavior of employees (Polat, 2010). Hence, organizational commitment was defined as the extent to which an employee is attached to the organization. As a matter of fact, it was described as "the process by which individuals become locked into a certain organization" (Bodjrenou and Bomboma, 2019). In other way around, Baek (2020) the world of work is changing, with organizations downsizing, outsourcing labor activities and restructuring into leaner entities. Thus, the efforts to increase among employees, however, are impeded by a lack of support and recognition of the importance of human resource development, Kutieshat and Farmanesh (2022). Employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs and are less likely to leave the organization.

Inversely, lower commitment creates the dilemmas that both affect badly the effectiveness of organization and cause employees to be less successful in their expert performance or to leave Mercurio (2015). On the other hand, the compatibility between people and the organization in which they work is a key to maintaining a flexible and committed workforce that is necessary in a competitive occupational environment (Cable and Parsons, 2001; cited by Chavez, 2012). Thus, it also viewed as the extent to which employees are involved in and identify themselves to their organization. In fact, the perspective on organizational commitment is the exchanged-based theory (Becker, 1960; Alluto, Hrebiniak& Alonso, 1973) Porter and Steers (1982) support the theory by describing organizational commitment as a behavior "relating to the process by which individuals become locked into a certain organization and how they deal with this problem". This behavioral aspect of organizational commitment is explained through normative, emotive and continuance commitments, Sarkar and Nirala (2020).

Organizational citizenship behavior, job satisfaction and organizational information security of police officer would be positively related to organizational commitment. Organizational citizenship behavior is an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization (Plane, 2019). Thus, job satisfaction is seen as a combination of positive or negative feelings that workers have towards their work, when an individual is employed in a business organization, the employee brings with it the needs, desires and experiences which determine expectations that he has dismissed (Aziri, 2011). Consequently, ensuring information security has become critically important and is considered to be one of the top management priorities in many organizations (Kirsch and Boss 2007; Bulgurcu et al. 2010; D'Arcy and Herath 2011; Herath and Rao 2009). A major challenge for organizations is to find an effective way to promote security policies to individual employees (Lebek et al. 2014).

Likewise, the conceptual model demonstrates the direct influence of the exogenous variables namely: Organizational citizenship behavior, job satisfaction and organizational information security towards the endogenous variable, organizational commitment of police officer. The first exogenous variable is Organizational citizenship behavior of police officers which has three indicators, namely: Employee Cooperation, interpersonal relationship and conscientiousness. *Employee Cooperation* refers to any employee who is classified by the organization as an employee and primarily working in a corporate group, it covers work assignment for colleagues when needed, and willingness to assist new colleagues to adjust to the work environment. *Interpersonal relationship* a strong bond between two or more people, the closeness you feel with family and friends is an essential part of your social support. It initiate actions before consulting with others that might be affected and avoid taking actions that hurts others. *Conscientiousness* is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra: long days. More conscientiousness for an employee means more responsibility and less supervision (Shrestha, 2020). The second exogenous variable is the job satisfaction of the police officers. It has five indicators, namely: job characteristics, reward, promotion, work environment and social aspect of job. *Job characteristics* is based on the idea that a task in itself is the key to the employee's motivation and employee preferences, and understanding how our job contributes to the achievement of the strategic goals of the company and the training provided developed our skills and knowledge. *Reward* pertains to the recognition and appreciation made by the organization to the employees regarding their job performance. *Promotion*, on the other hand, provides opportunities for personal growth, taking more responsibilities and social recognition, and is directly related to an increase in earnings. *Work environment* is the setting, social features and physical conditions in which you perform your job. It is defined as satisfaction from the natural environment of the organization and the relationships among colleagues of the same Department. *Social Aspects of job* refer to the many ways this need is supported, or violated, in working life; the organization assumes responsibility for the environment and society (Semmer et al, 2016). Lastly, the

third exogenous variable is organizational information security which is measured by four indicators, which includes: Security climate, security motivation, security participation and security compliance intention (Lebek, Guhr and Breitner, 2014). *Security climate* is a specific form of organizational climate that focuses on employees' perceived value of safety in their work environment which helps employees to make sense of the priority accorded to information security within the organization. *Security motivation* is based on rewards and punishment and is out-dated for our current state of our workers evolution; it believes that it is important to reduce the risks to information security in the workplace. *Security participation* behaviors include, for example, helping co-workers with information security issues or attending security training, and are not specified in employees' formal job requirements, voluntarily to carry out tasks or activities that help to improve information security and promote the information security within the organization. *Security compliance intention* refers to in-role behaviors. In-role behaviors are defined as "all the behaviors that were necessary for the completion of the responsible work" and are described within employees' formal job requirements (Zhu, 2013).

The latent endogenous variable is an organizational commitment which has three indicators, namely: Affective commitment, Continuance commitment and normative commitment (Baek, 2020). *Affective commitment* is a positive attitude toward the organization (Singh & Gupta, 2015). Mahal (2012) also noted that an individual's attitude is directly related to whatever personal values they bring to the organization. How individuals identify and involve themselves within an organization exemplifies the relative strength of AC (Faloye, 2014). *Continuance commitment* relates to a cost-benefit analysis of the employee, such as the loss of economic investments and difficulties in finding a new job. Whether the employee remains with a company is evaluated in terms of the perceived costs of leaving. Influenced by tenure, positional authority, or length of service, employees choose to remain committed because they feel they have too much to lose by leaving (Singh & Gupta, 2015). *Normative commitment* is a form of commitment (Allen and Meyer, 1990) as the work behavior of individuals, guided by a sense of duty, obligation, and loyalty toward the organization Messner (2013). Organizational members remain committed based on moral reasons (Iverson & Buttigieg, 1999; Singh & Gupta, 2015). This study was anchored on the Social Identity Theory. This theory is an integral relevance to the organization's external image or its perceived external prestige and looked at in a positive sense. Thus, this connection plays an integral role in employees' strong identification with and commitment to an organization (Demir, 2011; Alias et al., 2013; Tuna, et al., 2016). In addition, Social Exchange Theory attempts to explain the social interdependence created in the workplace, explains how employees form an attachment to an organization. According to the theory, in any social interaction, multiple inherent factors predetermine how individuals react in given social constructs (Al-Jabari & Ghazzai, 2019). Finally, the researcher decided to conduct the study on structural equation model on organizational commitment in relation to organizational citizenship behavior, job satisfaction and organizational information security of police officer assigned in the City, Municipality, and Provincial Police Office as this is the first study to be conducted in Region XII about the

organizational commitment of police officers. Therefore, the said study is substantially proposed.

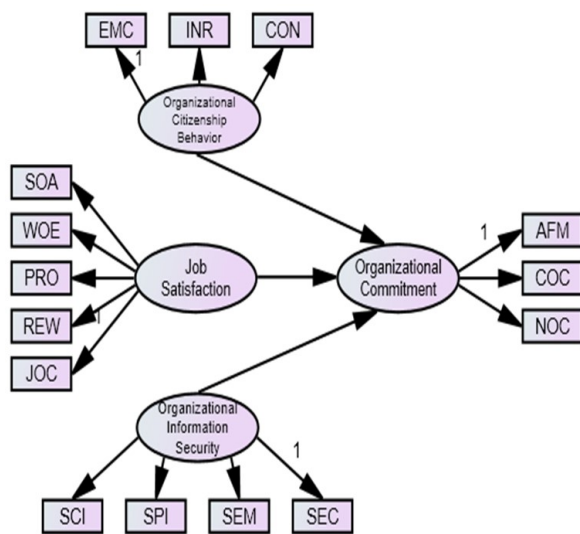


Figure 1. A Model Showing the Conceptual Model of the Three Latent Exogenous Variables and to the Latent Endogenous Variable

Legend:
 EMC - Employee cooperation
 INR - Interpersonal relationship
 CON - Conscientiousness
 SOA - Social aspects of job
 WOE - Work environment
 PRO - Promotion
 REW - Rewards
 JOC - Job characteristics
 SCI - Security compliance intention
 SPI - Security Participation Intention
 SEM - Security motivation
 SEC - Security climate
 AFC - Affective commitment
 COC - Continuance commitment
 NOC - Normative commitment

This study pattern the concept organizational commitment that grown in popularity in the literature on work and organizational mind (Cohen, 2003). Thus, early studies on organizational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday&Boulian, 1974). According to Porter et al (1974) an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization.

Moreover, in order to enhance organizational effectiveness; decision makers must pay attention to the organizational commitments. Thus, in order to overcome such challenges, attempts have been made to establish a connection between employee attitudes and organizational relevant behaviors. It has been reported that some employee behaviors that are considered behaviors for organizational effectiveness include, employees entering and remaining with the organization, carrying out specific role requirements, and engaging in innovative and spontaneous activity that goes beyond role prescription (Shahid and Azhar, 2013). Similarly, the result of the study can be used as one of the model in the law enforcement service specifically the Philippine National Police as “an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf” Porter et al (1974). Accordingly, Suryani (2018) organizational commitment is one of essential elements in achieving organization’s goals. Highly committed employees contribute significant improvement in organization outcomes and goals. Studying what motivate employees to

obtain strong commitment is important to enhance organizational performance.

The aim of the study is to determine what model best fits for organizational commitment of the police officers in Region XII. Specifically, this study deals with the following objectives: first, to determine the level of organizational citizenship behavior of police officers in terms of employee corporation, interpersonal relationship and conscientiousness; second, to assess the level of job satisfaction of the police officers in terms of job characteristics, rewards, promotion, work environment and social aspects of job; third, to measure the level of organization information security of police officers in terms of security climate, security motivation, security participation intention and security compliance intention; fourth, to ascertain the level of organizational commitment of police officers in term of affective commitment, continuance commitment and normative commitment; fifth, to determine the significant relationship between organizational citizenship behavior and organizational commitment, job satisfaction and organizational commitment, and organizational information security and organizational commitment; sixth, to determine the singular and combined influence of the independent variables to the organizational commitment of police officers and to determine what model best fits for organizational commitment of the police officers. Additionally, the null hypothesis will be tested at 0.05 level of significance. There is no significant relationship between organizational citizenship behavior and organizational commitment, job satisfaction and organizational commitment, and organizational information security and organizational commitment. Organizational citizenship behavior, job satisfaction, and organizational information security do not significantly influence the organizational commitment of police officers, and there is no best fit model that predicts organizational commitment.

METHODS

Research Respondents: This study used a scientific process in choosing the respondents of the study. To determine the number of police officers in the region, the researcher used the data from the Police Regional Office (PRO) XII together with the Provincial, City and Municipal Police Station. The said number of populations will be used as a basis to determine the sample size that could possibly be considered as respondents of the study. A total of four hundred (400) police officers assigned in the Police Regional Office, Provincial Police Office, City Police Station, and Municipal Police Station in the Region XII were the sample respondents of this study and was gathered through convenience sampling. It is a type of nonprobability or nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Dornyei, 2007). Although, nonprobability sampling has a lot of limitations due to the subjective nature in choosing the sample and thus it is not good representative of the population, but it is useful especially when randomization is impossible like when the population is very large (Etikan, 2016).

Moreover, Bagozzi and Yi (2012) assert that a sample above is ideal when using Structural Equation Model (SEM). SEM deals with large samples to be more effective and to reduce measurement errors (Hair et al., 2021). Thus, securing a sample of 400 is justified and appropriate to be the number of respondents of this study. This study will be conducted in Region XII, one of the regions in the Philippines situated in the South-Central Mindanao. It is represented by four provinces namely: North Cotabato, South Cotabato, Sarangani Province and Sultan Kudarat. The respondents of this study are police officers assigned in the regional, provincial, city, and municipal police station in Region XII. The researcher chose to conduct the study among police officers in Region XII because there is a limited study about the organizational commitment of police officers. In addition, this study will provide a definition of organizational commitment. Furthermore, the study will provide a comprehensive/extensive review of the literature on the organizational commitment AL-Jabari and Ghazzawi (2019). Also, the region is highly accessible to the researcher, thus convenient on his part to gather data which are highly needed to attain the purpose of the study. Finally, the study will offer an agenda for future research.

Materials and Instruments: An adapted and modified questionnaire was used in gathering primary data which covers and measures the variables, namely: organizational citizenship behavior, job satisfaction, organizational information security and organizational commitment of police officers in Region XII. The survey questionnaires will be utilized in the conduct of the study were taken from various related researchers. Restructuring will be carried out to make the instrument more applicable in the current undertakings. To ensure the appropriateness of the instrument, the questionnaire was pre-tested using the Cronbach Alpha, which is a method used by academics to examine the validity of multiple-question surveys utilizing the Likert scale. Cronbach alpha determines how closely a group of test items are related (UCLA, 2021). The Cronbach's alpha acceptable value is 0.70 (Taber, 2018). Cronbach alpha results for organizational citizenship behaviour, job satisfaction, organizational information security and organizational commitment were .939, .958, .961 and .919, respectively. These scores show that the items on each scale have strong internal consistency. As to evaluate internal consistency reliability of a scale, Nunnally and Bernstein (1994, p. 265) suggested that a value of .70 or higher for Cronbach's alpha demonstrates satisfactory reliability. Moreover, it should not be assumed that a very high value of alpha is always a good thing (Taber, 2018).

The first instrument measures the level of organizational citizenship behavior of police officers. The instrument is based on Saxena, Tomar K and Tomar S (2019). The organizational citizenship behavior has the following indicators: Employee Cooperation, interpersonal relationship and conscientiousness. The second instrument is job satisfaction and was adapted from the study of Dalkrani and Dimitriadis (2018). The instrument is designed to measure the job satisfaction based on five indicators, namely: Job Characteristics, rewards, promotion, work environment and social aspects of job. The third instrument is organizational information security which was adapted from the study of Lebek, Guhr and Breitner (2014). The instrument was designed to measure the

organizational information security of police officers based on five indicators, includes: security climate, security motivation, security participation intention and security compliance intention. The fourth instrument is organizational commitment adapted from the study of Baek (2020). The instrument was designed to measure the organizational commitment of police officers based on three indicators, namely: affective commitment, continuance commitment and normative commitment. The respondents will indicate their answers using a five-point Likert scale that ranges from 5 (for "Very high") to 1 (for "Very Low" with descriptions from "strongly agree to strongly disagree". The scale is categorized into five descriptive categories to interpret the level of organizational citizenship behavior, job satisfaction, organizational information security, and organizational commitment. A mean score of 4.20 to 5.00 is classified as "Very High," indicating that the observed variable is always evident. A mean score between 3.40 and 4.19 falls under the "High" category, suggesting that the observed variable is often observed. A mean score of 2.60 to 3.39 is labeled as "Moderate," indicating that the observed variable is sometimes evident. A mean score between 1.80 and 2.59 is considered "Low," signifying that the observed variable is rarely evident. Lastly, a mean score ranging from 1.00 to 1.79 is classified as "Very Low," suggesting that the observed variable is almost never evident. These descriptive levels give a framework for interpreting the variables measured at various levels in the study.

Design and Procedure: This study will utilize a quantitative non-experimental research design employing the descriptive-predictive technique and structural equation model to generate the best-fit model on organizational commitment. Non-experimental research is to observe and analyze naturally occurring occurrences without introducing outside causes or changing any of the variables. Without the use of interventions or experiments, the researcher's objective in this study was to look into and characterize the relationship between characteristics related to organizational commitment. The analysis of available data and the forecasting of results based on observable factors were made possible by the application of the descriptive-predictive technique. Furthermore, the examination of variable interactions and the determination of the best model for elucidating organizational commitment are facilitated by the application of structural equation modeling (Radhakrishnan, 2013). Moreover, non-experimental research, often called correlational research, seeks causes of behavior by looking for correlations among variables (Gunbayi & Sorm, 2018). In correlational research, relationships are studied among variables. Specifically, this study utilized a correlational research and regression analysis approaches since the study seeks to establish the relationship as well as the influence of organizational citizenship behavior, job satisfaction and organizational information security on organizational commitment of police officers in Region XII. The study tries to understand how these factors effect organizational commitment by examining the relationships between these variables and doing an analysis of the data.

The goal of the descriptive-predictive research approach is to anticipate or predict costs, repercussions, or results using current events, laws, or other things as a basis. This kind of study aims to infer or project something that hasn't been tried,

tested, or proposed before by extrapolating from the data that is already accessible. Researchers hope to foresee future events and offer forecasts and insights to support decision-making by evaluating and interpreting the available data. The present investigation, utilized the descriptive-predictive research methodology to anticipate and forecast the variables associated with organizational commitment and their likely outcomes (Wollman, 2021). Finally, the study employed structural equation model (SEM) to develop the best fit model for the topics under study. SEM is a powerful, multivariate technique found increasingly in scientific investigations to test and evaluate multivariate causal relationships (Fan, Chen, Shirkey, John, Wu, Park, & Shao, 2016). It is highlighted in the study of Tripathi and Jha (2018) that structural model establishes the relationship among latent variables. The advantage of using SEM is that it models and analyzes the relationships among multiple independent and dependent constructs simultaneously (Molwus, Erdogan & Ogunlana, 2017).

Several procedures were performed in collecting the data that will be used in the study. The first procedure was the acquisition of consent to administer the study, it will be secured from the University of Mindanao Ethics Review Committee and letters to conduct the survey approved by the dean of university's professional school. The researcher will proceed to the Police Regional Office of Region XII to seek approval for the conduct of the survey in the provincial, city, and municipal police station. Upon determination of the sample size, reproduction of 400 survey questionnaires we followed and facilitated. A timetable was then established to outline the distribution and retrieval of the questionnaires. The process involved systematically and gradually administering the questionnaires, ensuring proper collation and tabulation of the collected data. To minimize potential outliers, a screening procedure was implemented during the analysis phase. The data was then encoded, tabulated, and examined. Finally, the findings were thoroughly discussed and evaluated following the study's aims. The following statistical tools were used for analysis based on the objective of the study. To investigate the correlations between these variables, Pearson Product Moment Correlation (Pearson R) was used. The mean was used to measure the level of organizational citizenship behavior, job satisfaction and organizational information security on organizational commitment of police officers in Region XII. The precise areas of organizational citizenship behavior, job satisfaction and organizational information security on organizational commitment were identified using multiple regression analysis. Moreover, research requires the use of Structural Equation Modeling (SEM), to find the best fit model. In identifying the best fit model, all indices included must fall within the acceptable range. Chi-square/degrees of freedom value should be less than 5 with its corresponding p-value greater than 0.05. The root mean square error approximation (RMSEA) value must be less than 0.05 and its corresponding P-close value must be greater than 0.05. The other indices such as normed fit index (NFI), Tucker-Lewis index (TLI), comparative fit index (CFI), and the goodness of fit index must all be greater than 0.95. These criteria serve as a checkpoint to ensure that the model is adequate.

The researcher observed ethical standards throughout the research process to preserve the participants' rights and maintain their data's confidentiality. The study's methodology

and standardized criteria for ethical considerations were thoroughly evaluated and applied in compliance with the University of Mindanao Ethics Review Committee's (UMERC) rules. The researcher acquired the UMERC certificate of approval, with UMERC Protocol No. 2023-438, showing compliance with ethical criteria. The study emphasized voluntary participation, privacy protection, information confidentiality, informed consent processes, risk and benefit assessment, plagiarism prevention, fabrication, falsification, conflict of interest, deception, obtaining necessary permissions from relevant organizations or locations, and proper authorship attribution. These ethical considerations were taken very seriously and used in the research.

RESULTS AND DISCUSSION

In this section, the data collected from the police officers on organizational citizenship behavior, job satisfaction, organizational information security, and organizational commitment of police officers in Region XII is presented.

Organizational Citizenship Behavior of Police Officers:

Table 1 shows the organizational citizenship behavior levels among police officers, evaluated through employee cooperation, interpersonal relationships, and conscientiousness. The overall mean is 4.60, with a standard deviation of 0.46, indicating a very high level. This suggests that such behaviors are consistently exhibited. A closer look at individual indicators reveals that interpersonal relationships and conscientiousness have the highest mean of 4.61, both considered very high, with standard deviations of 0.53 and 0.50, respectively. Employee cooperation, while slightly lower, also ranks very high with a mean of 4.59 and a standard deviation of 0.51. These results affirm that all aspects of organizational citizenship behavior are consistently present. In the competitive work environment, an organization's positive citizenship behavior is a key advantage in organizational efficiency. Employees who exhibit positive work attitudes often extend their influence beyond their required duties, fostering a vital core competency within their organization (Dragova-Koleva, 2018; Rice, Young, & Sheridan, 2021; Schwarz, Newman, Yu, & Michaels, 2023; and Wang, Qin, & Zhou, 2021).

Table 1. Level of Organizational Citizenship Behavior of the Police Officers in Region XII

Indicators	SD	Mean	Descriptive Level
Employee Cooperation	0.51	4.59	Very High
Interpersonal Relationship	0.53	4.61	Very High
Conscientiousness	0.50	4.61	Very High
Overall	0.46	4.60	Very High

Performance in such agencies is under constant public study due to its high visibility, impacting organizational effectiveness and employee professionalism and further establishing a connection between employee trust in their organization and its prosperity (Boštjančič, Ismagilova, & Maltcev, 2020). However, they caution that organizational efficiency could be compromised if employees neglect their job duties in favor of organizational citizenship behaviors.

Non-financial incentives significantly influence organizational citizenship behaviors in construction projects (Buil, Martínez, & Matute, 2019; Jiatong, Wang, Alam, Murad, Gul, & Gill, 2022; and Yang, Chen, Zhao, & Hua, 2020).

Based on the indicators, it is evident that "Interpersonal Relationship" and "Conscientiousness" obtained the highest level among all. These results indicate that interpersonal relationship emerges as the key factor influencing Organizational Citizenship Behavior (OCB) of police officers in Region 12, which encompasses voluntary actions beyond job requirements that contribute to the workplace's psychological and social framework. This relationship enables employees to operate beyond the strict oversight of their leader, aligning with previous research findings that underscore a significant and positive link between interpersonal trust and the OCB of employees. Consequently, higher levels of interpersonal trust are associated with an increase in employees' Organizational Citizenship Behavior (Danarjono & Elmi, 2021; Fauziah, Abdullah, & Sunaryo, 2019; Ningrum, Surtiani, & Saputra, 2023; Susita, Sudiarditha, Purwana, Wolor, & Merdyantie, 2020; and Wuisan, & Pangemanan, 2018). This statement concisely summarizes various studies highlighting the link between the trait of conscientiousness and Organizational Citizenship Behavior (OCB). It emphasizes how conscientious traits like organization, reliability, perseverance, and self-discipline contribute to positive behaviors in organizational contexts. Moreover, it reflects on how police officers in Region 12 exhibiting conscientiousness are inclined to systematically address challenges and align their efforts with the broader goals of their organization, beyond just personal achievements (Aftab, Rashid, & Ali Shah, 2018; El-Zohiry & Abd-Elbaqy, 2019; and Gustari, & Widodo, 2021).

Job Satisfaction of Police Officers: Table 2 illustrates the job satisfaction levels of police officers in Region XII, showing an overall mean satisfaction score of 4.61 with a standard deviation of 0.47, highlighting a very high level of job satisfaction among the officers. In detail, social aspects of the job scored the highest with a mean of 4.63, indicating a very high satisfaction level, and a standard deviation of 0.50. On the other hand, rewards scored the lowest, yet still very high, with a mean of 4.59 and a standard deviation of 0.54. This data suggests that police officers in Region XII are very satisfied with their jobs. The very high ratings in Job Characteristics, Rewards, Promotion, Work Environment, and Social Aspects of Job contribute to the overall very high result. This means that police officers in Region XII are very satisfied with their Job. This study aligns with the findings of Jachimowicz, Wihler, and Galinsky (2022) which highlight that social aspects of a job are closely linked to passion, differing from less visible motivations such as intrinsic and extrinsic motivation. These findings suggest that supervisors with a strong passion might place disproportionate value on passion over other important attributes, leading to possible biases. Employees may advance their careers by supporting their supervisors in pursuing their passions, offering a fresh perspective on upward management. Additionally, the relationship between police officer job satisfaction and their opinions about the organization they work for has become more significant. Job satisfaction includes both the emotional and cognitive aspects of an employee's role, while

organizational perceptions refer to what people think about their workplace. These factors are vital in shaping employees' behavior and emotions, influencing their commitment and the overall success of the company (Ketaren, Perangin-angin, Ginting, Sihombing, Swanda, Baihaqi, & Yusriani, 2023).

Table 2. Level of Job Satisfaction of the police officers in Region XII

Indicators	SD	Mean	Descriptive Level
Job Characteristics	0.50	4.61	Very High
Rewards	0.54	4.59	Very High
Promotion	0.55	4.60	Very High
Work Environment	0.51	4.62	Very High
Social Aspects of Job	0.50	4.63	Very High
Overall	0.47	4.61	Very High

Organizational Information Security of Police Officers: Table 3 presents the Level of organizational information security of police officers in Region XII, along with the mean score and standard deviation. The obtained mean score was 4.67, which indicates that police officers in Region XII have a very high level of organizational information security. The mean ratings for the per-indicators of organizational information security are as follows: security climate received a mean score of 4.67, security motivation received a mean score of 4.67, security participation intention received a score of 4.68, and security compliance intention received a score of 4.66. These results demonstrate that organizational information security is consistently observed in the police force.

Table 3. Level of Organizational Information Security of the Police Officers in Region XII

Indicators	SD	Mean	Descriptive Level
Security Climate	0.49	4.67	Very High
Security Motivation	0.49	4.67	Very High
Security Participation Intention	0.45	4.68	Very High
Security Compliance Intention	0.48	4.66	Very High
Overall	0.44	4.67	Very High

This finding aligns with the research by Paananen, Lapke, & Siponen (2020), emphasizing the significant role of information in today's landscape and the continuous emergence of novel methods for its malicious exploitation. Therefore, organizations across various sectors are intensifying efforts to protect their information assets. Textbooks dedicated to information security management consistently underscore the critical need for strong information security measures. Furthermore, according to a study conducted by Almeida, Yoshikuni, Dwivedi, and Larieira in 2022, transformational leadership has a positive impact on the development of employee information systems security intention. On the other hand, passive leadership has a negative impact on employee intention towards information systems security. The study also found that age, education level, and work experience have moderating effects on employee intention toward information systems security. The research findings can help the banking industry influence employee security intention through proactive and transformational leadership.

Organizational Commitment of the Police Officers

The table below shows the level of organizational commitment of the police officers in the region. The overall mean rating for affective, continuance, and normative commitment is 4.47, with a standard deviation of 0.49. This result indicates that organizational commitment is consistently present in the police force. The study of Batilmurik, Noermijati, Sudiro, and Rohman (2019) found that organizational commitment is an important aspect that has gained significant attention in the field of organizational behavior over the past three decades. Numerous researchers have highlighted that there is a positive correlation between the level of organizational commitment and the attitudes and behavior of individuals working within an organization.

Table 4. Level of Organizational Commitment of the Police Officers in Region XII

Indicators	SD	Mean	Descriptive Level
Affective Commitment	0.48	4.54	Very High
Continuance Commitment	0.62	4.44	Very High
Normative Commitment	0.59	4.42	Very High
Overall	0.49	4.47	Very High

Based on studies when an employee develops an emotional attachment to their leader, it can result in a similar attachment to the organization as a whole. This is because the leader is seen as a representative of the organization. Therefore, if the leader-member relationship is strong and positive, it can lead to a sense of duty towards the organization, which is known as normative organizational commitment. This can further stimulate affective commitment to the leader, as well as career interests, which can positively influence the employee's overall commitment to the organization (Santana-Martins, Nascimento, & Sánchez-Hernández, 2022; Santana-Martins, Sanchez-Hernandez, & Nascimento, 2022; and Vandenberghe, 2021).

Significance of the Relationship between Citizenship Behavior and Organizational Commitment of Police Officers: The results of the test of the relationship between Organizational Citizenship Behavior and Organizational Commitment of Police Officers are presented in Table 5.1. The total r-value is .612 with a p-value of less than .05 indicating that the null hypothesis was rejected. This means that there is a significant relationship between organizational citizenship behavior and organizational commitment. In other words, the null hypothesis is rejected. Additionally, conscientiousness had an r-value of .623 with a p-value of less than 0.05, indicating a significant positive relationship with organizational commitment. However, employee corporation and interpersonal relationship revealed r-values of .524 and .530 with p-values of less than 0.05, showing a modest positive link with organizational commitment. The study's findings are consistent with the Self-determination theory by Ryan & Deci (2017), which posits that self-determination is an essential framework for understanding the relationship between organizational commitment and organizational citizenship behavior. Moreover, the results support the conclusions drawn from Kim, Kim & Holland's (2019) study, which suggested that employees may feel committed to the organization due to a sense of obligation or social attachment. Therefore, by integrating the concepts of motivation, reciprocity, organizational commitment, and organizational citizenship behavior, we can gain a better understanding of the

individual-organization relationship and the underlying process that drives job-related behaviors. According to Becker's side bet theory (1960), a significant finding is that continuous commitment is inversely related to conscientiousness. This means that individuals who feel obligated to their organization due to the accumulation of a side bet are less likely to engage in extra roles in a work setting such as conscientiousness. It implies that police officers who operate under their work might only display conscientiousness if these behaviors are directly rewarded. Additionally, it was found that there is a positive correlation between organizational commitment and organizational citizenship behavior among employees (Djaelani, Sanusi, & Triatmanto, 2021). This highlights the crucial role of leadership and commitment in promoting organizational citizenship behavior within the Philippine National Police. It is important to recognize the significant impact that police officers have on creating a positive organizational culture, and the importance of strong leadership in fostering the development of high-quality officers in Region 12.

Significance of the Relationship between Job Satisfaction and Organizational Commitment of Police Officers

In Table 5.2 you can find the results of the study that explores the relationship between job satisfaction and organizational commitment among police officers. The results show a strong positive correlation with a total r-value of .713 and a p-value of less than .05, which means that the null hypothesis is rejected. The study found that the work environment had a significant positive relationship with organizational commitment, as indicated by an r-value of .693 and a p-value of less than 0.05. Similarly, job characteristics, rewards, and promotion were positively linked to organizational commitment, with r-values of .640, .606, and .659 and p-values of less than 0.05. The findings align with the results of the study conducted by Saridakis, Lai, Muñoz Torres, & Gourlay (2020) indicating that job satisfaction has a positive and significant impact on organizational commitment among employees. The social exchange theory, proposed by Blau in 1964, highlights the importance of reciprocity in social interactions. According to this theory, when one party receives a reward, gift, or favor from another party, they are expected to reciprocate in kind. In an organizational context, job satisfaction is an individual's emotional response to specific aspects of their job, and is influenced by personal and organizational factors. On the other hand, organizational commitment refers to an individual's emotional attachment to the organization as a whole. According to Mihardjo, Jermittiparsert, Ahmed, Chankoson, & Iqbal Hussain (2020), organizational commitment significantly gives strength to the employees to get engaged at the workplace and in a firm to meet targets and satisfy their performance level for sustainability in a rapidly changing environment. Organizational commitment can also be assessed by establishing the link between employee's goals with organizational values, goals, and objectives. Finally, to enhance job satisfaction and organizational commitment, it is essential to foster an environment where employees identify deeply with their organization. A strong commitment from employees enhances their loyalty and resilience in various situations, thereby optimizing the effectiveness of achieving organizational goals (Ekhsan, 2019).

Significance of the Relationship between Organizational Information Security and Organizational Commitment of Police Officers:

In Table 5.3 you can find the results of the relationship between organizational information security and the organizational commitment of police officers in Region 12 are presented in Table 5.3. The overall r-value is .706 with a p-value of less than .05, which indicates that the null hypothesis was rejected. Moreover, the analysis showed that the indicators of organizational security, which include security climate, security motivation, security participation intention, and security compliance intention, exhibited r-values of .656, .636, .669, and .675 respectively. The results revealed a high positive correlation between these indicators and organizational commitment. The findings of the study align with Liu, Wang, & Liang's (2020) research in information security, as well as general deterrence theory, rational choice theory, and protection motivation theory. Organizational commitment is the degree to which an employee identifies with and feels a sense of belonging towards their organization. According to a study by Hwang, Wakefield, Kim, & Kim (2021), strong organizational commitment can motivate employees to follow organizational rules and view information security compliance as necessary.

Organizational commitment plays a pivotal role in motivating employees to prioritize information security. When an organization establishes high-quality employees, they are more likely to build a strong sense of collective cohesion and belonging, due to positive interactions with their supervisors. This, in turn, improves the level of organizational commitment. Additionally, the research conducted by Trang & Brendel (2019) provided compelling evidence that deterrence theory effectively accounts for non-compliant behaviors in the context of information security. They argue that the likelihood of compliance with organizational security policies increases with the certainty, severity, and promptness of penalties. Moreover, when employees believe in the efficacy of their organization's security measures, their dedication to safeguarding company assets intensifies, and they become more proactive in adhering to security protocols. For organizations to cultivate this level of trust and commitment toward security, it is essential to foster an environment where open discussions about security challenges are encouraged, and adequate support is provided to address these challenges (Greulich, Lins, Pienta, Thatcher, & Sunyaev, 2024). Furthermore, organizational commitment is likely to positively influence the adoption of information security practices, including adherence to updated security policies and new technologies that impact the organization's business goals. To achieve such commitment, it's crucial to integrate information security into the organization's culture. This can be done by ensuring a clear understanding and visibility of the organization's security strategies and objectives (Nyamiaka, Ogalo, & Mengich, 2021).

Significance of the Influence of Organizational Citizenship Behavior, Job Satisfaction, and Organizational Information Security on the Organizational Commitment of Police Officers: Table 6 displays the outcomes of the regression analysis, highlighting the effects of exogenous variables such as organizational citizenship behavior, job satisfaction, and organizational information security on organizational commitment.

The findings from the study demonstrate that these exogenous variables have a significant impact on organizational commitment. This is evidenced by an F-value of 153.008 and a p-value less than .05, leading to the rejection of the null hypothesis.

In this study, it was found that organizational citizenship behavior, job satisfaction, and organizational information security contribute to 53.60% of a police officer's organizational commitment, as indicated by the R^2 value of .536. The remaining 46.40% can be attributed to other factors that were not examined in this study. The results demonstrated that organizational citizenship behavior, job satisfaction, and organizational information security variables with p-values less than .05 substantially influence police officer organizational commitment. However, because of its more significant beta coefficient, job satisfaction was found to be the best predictor of organizational commitment. The following statement builds upon Blau's (1964) theory that the quality and reciprocity of social interactions in the workplace play a crucial role in determining an employee's job satisfaction and organizational commitment. When employees perceive that they are being treated well and their contributions are valued, they tend to exhibit higher levels of job satisfaction and stronger commitment toward the organization.

Based on a study by Eliyana and Ma'arif (2019), it has been found that a transformational leadership style significantly influences the work performance of employees. This, in turn, has a significant impact on the level of organizational commitment and job satisfaction among employees. When employees are satisfied with their jobs and committed to the organization, they tend to perform better. Furthermore, in supportive work environments with friendly leaders and colleagues, employees typically show higher engagement and commitment. This atmosphere enhances job satisfaction due to positive interactions and a team-oriented culture, influencing employees' sense of belonging and motivation. Such an environment also boosts organizational commitment and citizenship behaviors, as employees feel more connected and inclined to uphold shared values and secure organizational interests (Bashir & Gani, 2020).

Best Fit Model for Organizational Commitment: The primary aim of the study is to identify the model that best explains the organizational commitment of police officers, focusing on predictors such as organizational citizenship behavior, job satisfaction, and organizational information security among police officers in Region XII. The most suitable model would establish clear connections between endogenous and exogenous variables. The structural model's accuracy in reflecting the data validates its underlying assumptions regarding the empirical relationships among the variables. The model's parameters account for both the magnitude and direction of the correlations between variables. Variable selection was meticulously executed to ensure data normality, with a focus on variables containing interval or ratio data for the model's development. Importantly, the proposed model is grounded in theories relevant to the field. Table 7 summarizes the goodness-of-fit measures for the five models created during the study. The best-fit model was selected based on criteria that ensured all indices consistently fell within acceptable ranges.

Table 5.1. Significance of the Relationship between Organizational Citizenship Behavior and Organizational Commitment of Police Officers

Organizational Citizenship Behavior	Organizational Commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Overall
Employee Corporation	.487** .000	.478** .000	.428** .000	.524** .000
Interpersonal Relationship	.516** .000	.478** .000	.418** .000	.530** .000
Conscientiousness	.599** .000	.568** .000	.493** .000	.623** .000
Overall	.585** .000	.556** .000	.489** .000	.612** .000

Table 5.2. Significance of the Relationship between Job Satisfaction and Organizational Commitment of Police Officers in Region XI

Job Satisfaction	Organizational Commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Overall
Job Characteristics	.665** .000	.537** .000	.514** .000	.640** .000
Rewards	.585** .000	.526** .000	.503** .000	.606** .000
Promotion	.644** .000	.563** .000	.551** .000	.659** .000
Work Environment	.689** .000	.600** .000	.563** .000	.693** .000
Social Aspects of Job	.675** .000	.547** .000	.512** .000	.647** .000
Overall	.715** .000	.610** .000	.581** .000	.713** .000

Table 5.3. Significance of the Relationship between Organizational Information Security and Organizational Commitment of Police Officers in Region XI

Organizational Information Security	Organizational Commitment			
	Affective Commitment	Continuance Commitment	Normative Commitment	Overall
Security Climate	.673** .000	.566** .000	.517** .000	.656** .000
Security Motivation	.663** .000	.519** .000	.522** .000	.636** .000
Security Participation Intention	.656** .000	.587** .000	.541** .000	.669** .000
Security Compliance Intention	.658** .000	.610** .000	.533** .000	.675** .000
Overall	.711** .000	.612** .000	.566** .000	.706** .000

Table 6. Significance of the influence of Organizational Citizenship Behavior, Job Satisfaction, and Organizational Information Security on the Organizational Commitment of Police Officers in Region XI

Organizational Commitment				
Exogenous Variables	B	β	t	Sig.
Constant	.864		4.889	.000
Organizational Citizenship Behavior	-.180	-.172	-2.282	.023
Job Satisfaction	.526	.507	5.582	.000
Organizational Information Security	.429	.395	4.770	.000
R	.732			
R ²	.536			
ΔR	.532			
F	153.008			
p	.000			

These criteria include a p-value greater than 0.05, a Chi-square divided by degrees of freedom (CMIN/DF) between 0 and 2, a Goodness of Fit Index (GFI), a Comparative Fit Index (CFI), a Normed Fit Index, and a Tucker-Lewis Index greater than 0.95, and a Root Mean Square Error of Approximation (RMSEA) less than 0.05, and a p-close value greater than 0.05.

To be considered the best fit, the model must have statistical significance (p-value), an acceptable balance of chi-square and degrees of freedom, high values for GFI, CFI, Normed Fit Index, and Tucker-Lewis Index, a low RMSEA, and a non-significant p-close value. In simple terms, the chart shows the evaluation criteria that were used to determine the best-fitting model based on various goodness-of-fit measurements.

Based on the summary found in Table 7, the Hypothesized Structural Model 1 presented on page 6 did not meet the acceptable standards, therefore it is weak and not a suitable model while models 2 to 4 may not also have adequately captured the study's underlying theoretical framework or the interrelationships among the variables. This may have been due to the lack of significant predictors, irrelevant variables, or inability to capture complex interactions. As a result, these models could not adequately explain the observed data patterns, leading to a poor fit. However, Model 5, shown in Figure 2, consistently displayed excellent matches across all evaluated indices and was the most suitable model for Organizational Commitment as it achieved the expected standards (p-value = .113, CMIN/DF = 1.338, GFI = .982, CFI = .998, NFI = .992, TLI = .996, RMSEA = .029, and p-close = .934). Therefore, there is no need to search for a new model to evaluate because this one is seen as the most appropriate among all the developed models. Therefore, a summary of the goodness-of-fit measurements was used to identify the best-fit model. Rejecting the null hypothesis indicates that there is a best-fit model that accurately predicts organizational commitment among Region XII police officers. The organization can rely on this model to understand and enhance commitment within the region.

The analysis indicated that Organizational Citizenship Behavior, Job Satisfaction, and Organizational Information Security significantly affect Organizational Commitment. Specifically, Employee Cooperation (EMC) and Conscientiousness (CON) were identified as the significant indicators of Organizational Citizenship Behavior that predict Organizational Commitment. On the other hand, Interpersonal relationships did not show any significant impact. In terms of Job Satisfaction, Job Characteristics (JOC) and Promotion (PRO) were identified as the major predictors of Organizational Commitment. Additionally, the predictors of Organizational Information Security were shown to have a significant impact on Organizational Commitment. Figure 2 illustrates the model, emphasizing affective commitment and normative commitment as measurable variables for organizational commitment among police officers. It aligns with Bodjrenou and Bomboma's (2019) definition of affective commitment is the emotional attachment of the employee to an organization while normative commitment is related to personal ethics, morals, or ideology. Efforts made by an organization to promote respect, dignity, and fairness can have a significant impact on the commitment levels of employees.

Affective commitment is enhanced when employees feel that they are being treated fairly, which helps to build an emotional connection with the organization. Ethical practices and conduct can help to nurture a sense of duty and loyalty amongst employees, which in turn strengthens normative commitment. Together, these commitments help to foster a deep-rooted allegiance to the organization that is based on emotional bonds as well as moral responsibility (Hendri, 2019; Indahyati & Sintaasih, 2019; and Suifan, 2019). To summarize, the model in Figure 2 emphasizes the significance of affective commitment and normative commitment as crucial factors in predicting organizational commitment. Organizational commitment is demonstrated by employees who exhibit a high level of loyalty, identification, and involvement with their organization. When employees engage in behaviors that go beyond their formal job responsibilities, which are beneficial

to the organization but not explicitly recognized or rewarded, this is known as Organizational Citizenship Behavior (Perkasa, Abadi, & Shandy, 2020). Based on the study of Sa-Ngathai (2024), employees' satisfaction with promotion opportunities is positively linked to their emotional and moral commitment to the organization. Satisfied employees tend to develop stronger emotional ties and feel a greater sense of obligation to remain with the company, particularly when they see fair and merit-based advancement paths. This relationship underscores the importance of transparent promotion policies for fostering a committed and content workforce. Organizational commitment significantly moderates how the fulfillment of autonomy and relatedness needs impacts information security actions, the level of commitment employees feel towards their organization plays a critical role in how fulfilling their needs for autonomy and relatedness will impact their behavior. If employees are deeply aligned with the organization's values and objectives, exhibit loyalty, and are ready to contribute to the organization's well-being, meeting their needs for autonomy and relatedness will have a positive impact on their information security behaviors. Highly committed employees are more likely to synchronize their actions with the organization's aims, including following information security guidelines, because they see the success of the organization as being synonymous with their success (Zhen, Xie, & Dong, 2020).

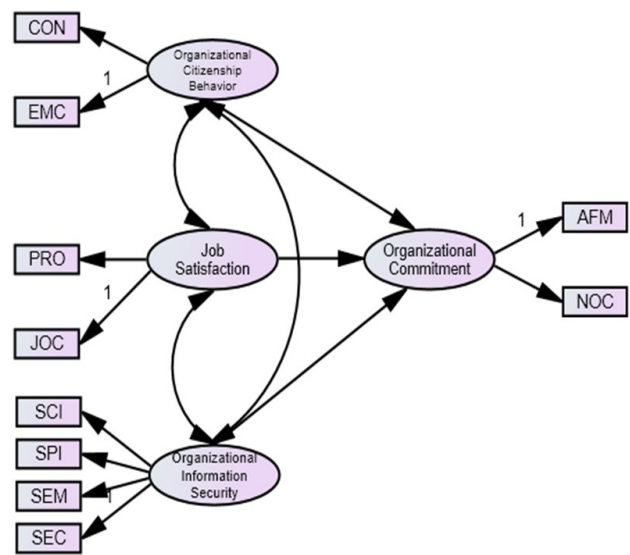


Figure 2. The Best Fit model for Organizational Citizenship, Job Satisfaction, and Organizational Information Security and their Direct Casual Relationship towards Organizational Commitment

- Legend:**
- EMC - Employee cooperation
 - CON - Conscientiousness
 - SOA - Social aspects of job
 - PRO - Promotion
 - JOC - Job characteristics
 - SCI - Security compliance intention
 - SPI - Security Participation Intention
 - SEM - Security motivation
 - SEC - Security climate
 - AFM - Affective commitment
 - NOC - Normative commitment

Based on the results of Jetelina, Molsberry, Gonzalez, Beauchamp, and Hall (2020), addressing mental health challenges through comprehensive support services, as advocated is crucial for enhancing police officers' organizational commitment and job satisfaction. Furthermore, the implementation of flexible work arrangements, as suggested can significantly improve officers' work-life

balance, thereby boosting their job satisfaction and commitment (Bal & Izak, 2021). Lastly, leveraging digital platforms for community engagement and internal communication can foster a sense of pride and purpose in public service among officers, further enhancing their commitment to the organization (Lovari & Valentini, 2020).

In summary, from the perspective of Blau's Social Exchange Theory, the way employees engage in Organizational Citizenship Behavior, Job Satisfaction, and Organizational Information Security practices are viewed as exchanges. These exchanges have a significant impact on employee commitment to the organization when they are perceived as positive and beneficial (Kim & Kim, 2024). Additionally, employees' perception of organizational support significantly enhances their commitment, a relationship also well-explained by social exchange theory. This framework posits that the value employees place on being appreciated by their organization motivates reciprocal positive behavior, aligning with Gouldner's (1960) principle of reciprocity in social exchanges.

CONCLUSION AND RECOMMENDATION

The study found that the level of Organizational Citizenship Behavior among police officers was relatively low compared to other variables. This indicates that the variable is not fully represented by police officers. Therefore, the author suggests that employees should exhibit voluntary behaviors to promote a helpful and positive atmosphere, which will lead to increased organizational effectiveness. However, the study also found that Police Officers had a very high level of Job Satisfaction, indicating that they were very pleased with their jobs. The author suggests that management should promote upward, where employees can help their bosses pursue their passion, thus furthering their careers. Moreover, the level of organizational information security was very high compared to other variables. This indicates that consistent efforts are observed in the police force to protect their information assets. However, the author recommends intensifying these efforts even further. On the other hand, the organizational commitment was consistently present in the police force. The author recommends that intensifying leadership style will influence employees' organizational commitment, leading to increased levels of performance and innovation. Additionally, based on the findings there were significant relationships between Organizational Citizenship Behavior, Job Satisfaction, and Organizational Information Security on Organizational Commitment which indicates that the null hypothesis was rejected. Meanwhile, organizational citizenship behavior, job satisfaction, and organizational information security influence police officers' organizational commitment in Region XII. However, job satisfaction was found to be the best predictor of organizational commitment. It is recommended to focus on a leadership style that can significantly enhance the work performance and organizational commitment of police officers in Region XII. Officers are likely to perform better when they are satisfied with their job and feel loyal to their organization. Moreover, a supportive and collaborative work environment leads to higher levels of employee engagement and commitment. When colleagues and leaders foster a positive and team-centered workplace atmosphere, it can boost job satisfaction by promoting constructive interactions, which in turn can significantly impact employees' motivation and sense of

belonging. Supported by Blau's (1964) Social Exchange Theory, it is emphasized that the nature and mutual exchange in workplace social interactions significantly influence an employee's feelings of job satisfaction and dedication to the organization. Employees who feel appreciated and recognize that their efforts are acknowledged are more likely to experience greater satisfaction with their jobs and demonstrate a deeper loyalty to the company.

Among the five structural models evaluated, Model 5 offered the greatest fit for the data based on consistent indices. As a result, it was chosen as the model with the best fit. As remaining indicators and strong predictors of organizational commitment, the best-fit model includes indicators of employee corporation and conscientiousness; job characteristics and promotion; and organizational information security such as security compliance intention, security participation intention, security motivation, and security climate. Further research should be conducted on the indicators that were excluded through the use of a structural equation model. This investigation aims to gain a better understanding of the attributes of these indicators to assess the organizational commitment of police officers in Region XII. Understanding these aspects is essential for improving employee satisfaction, which in turn strengthens commitment within the organization. To enhance police officers' organizational commitment and job satisfaction, it is recommended to provide comprehensive mental health support, implement flexible work arrangements for better work-life balance, and leverage digital platforms for improved community engagement and internal communication. These strategies can boost job satisfaction and foster a deeper sense of purpose and commitment within the force. Additionally, it is proposed that a comparative study be conducted to uncover significant factors not addressed in this research. Future studies could extend to include various law enforcement agencies as their main subjects.

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