ABSTRACT

The performance of personnel or member of an institution or an organization is determined by the management methods that are able to make the personnel optimally utilize their competence in operating the system in order to generate values for the organization. As humans, the personnel also have goals, so an integration between the organizational goals and its personnel’s goals is needed. To seek an integration between organizational goals and its members’ goals, it is necessary to know what the needs of each party are. The needs of the members can be met through their work. Based on this background, the main problem discussed in this paper is: “Is there any influence of organizational support and psychological wellbeing on the performance of the personnel of Pati Police Resort with the organizational commitment as an intervening variable?”

The research literature employs a research conducted by Bojan Obrenovic et al., a research conducted by Usman Alvi, a research conducted by Asifuddien and Sugiyono, a research conducted by Haqqi Ilmaniar and Indi Djastuti, and a research conducted by Firdha Amalia and Budiono. The conceptual literatures used are human resource management, performance, organizational support, PWB and organizational commitment. The study employs the mixed research and as well as a survey method. There are 212 respondents as the sample of the research. The technique of collecting data is by distributing questionnaires. The data analysis techniques are instrument test, data requirements test, analysis and hypothesis testing. Based on the results of research findings and discussion, it can be concluded that: (a) organizational support has an effect on performance; (b) PWB affects performance; (c) organizational commitment has an effect on performance; (d) organizational support has no effect on performance through organizational commitment; (e) psychological wellbeing affects performance through organizational commitment.

Keyword: organizational support; organizational commitment; performance; psychological wellbeing;

1. INTRODUCTION

Public services delivered by Indonesian National Police, also known as Polri, is actually the essence of Polri's main duties which becomes one of Polri's philosophies as the "servants of the
country and the nation (society)." The main servants here are intended as excellent services in accordance with the paradigm of the Polri, that is, the civilian police. In providing the services, Polri carries out the duties with a protagonist, persuasive and communicative approach as well as behaviour and shows partiality to the community, an attitude of professionalism, the use of measured resources and sharp and deep analysis.

The indicators of Polri’s performance are shown in Republic of Indonesia Law Number 2 of 2002 concerning the Indonesian National Police. The law states that the National Police has the duties and roles as law enforcers, security guards, protectors, and public servants. The formulation of the main tasks cannot be understood partially. It must be seen in a whole, comprehensively and thoroughly. Maintaining security and public order as well as enforcing the law are technical matters which are the daily duty of Polri. Meanwhile, providing protection and public services is a spirit that must accompany every member of the National Police when they carry out their main duties and responsibilities, namely maintaining security and public order and enforcing the law. Indirectly, it can be said that the National Police are very attached to public services. The National Police is currently facing increasingly severe challenges in carrying out its main duties, functions and roles. The challenges themselves are multidimensional, so that it is difficult to face them if Polri only relies on conventional approaches. Apart from the external challenges, Polri also has to deal with challenges from within the organization.

Muhammad (2008: 136-137) explains that changes in the personal culture of the police, to be precise changing the character of each member are one of the goals of the police reform and is an absolute prerequisite for shaping the professionalism of Polri personnel in increasing public satisfaction with the services delivered by the National Police. Therefore, it is not an easy matter to create or increase the performance of Polri personnel as a representation of the performance of the Polri organization. This is true, especially for police regions located in Java which usually function as a barometer for other police regions and it is often highlighted by the media. One of police regions is Central Java Police Region, where the performance of the police resorts in Central Java, so far, has not been satisfactory.

Based on the data from the Ombudsman of Republic of Indonesia, it can be seen that there are many complaints submitted to the institution from the public regarding the performance of the police in Central Java. The head of the Central Java Ombudsman, Sabarudin Hulu, said that his office had received 169 reports from the public throughout 2019. The performance of the police apparatus was the second most complained by the public. Meanwhile, the number one complaint is about the service of local government agencies. In total, there were 13 reports from the public that were directed to the police in Central Java. They mostly complained about the alleged mal-administration due to the unfinished case investigation. The ones that are frequently reported to the Ombudsman are Central Java Police Region, Semarang City Police, and Pati Police Resort.

Based on the information above, it can be explained that as a driving force of an organization, the role of the organization personnel is very important. Personnel are human beings who have various human characteristics, feelings and
needs. In order to have a high or good performance, of course, the organization must meet their needs first. Personnel must get a good treatment in such a way that cooperation between leaders and personnel as subordinates can be well established. If the relationship is good, it is easy for the organization to achieve the stated organizational goals.

Personnel or members are the organizational assets. This means that it is impossible—without the existence of its personnel—for an organization to run its daily activities in order to achieve the goals and objectives of the organisation. Therefore, it is appropriate for the man factor to occupy the top priority or main concern in both state and private organizations. The system used by the organization demands the competence of certain workers to be able to operate the system effectively. In turn, the performance of personnel/members is determined by the management methods that are able to make these personnel/members make optimum use of their competence in operating the system to generate values for the organization. As humans, the personnel also have their own goals, so that an integration is needed between organizational goals and personnel or members' goals. To seek the integration between organizational goals and members' goals, it is necessary to know what the needs of each party are. The needs of the personnel or members can be met through their work.

Given the large role of the human workforce in the context of improving performance, it is appropriate for the organization to increase the organizational commitment of its personnel, namely by fulfilling all their physical and non-physical needs that must be met in order to live in a proper and humane life. Once the personnel has met all his needs, he will achieve job satisfaction and then they will be more motivated in carrying out their duties. The high motivation of the members can affect the efforts of personnel to put all efforts to achieve organizational goals in a positive way. The existence of high work motivation will endorse personnel to actively support all organizational activities. This means that members will work more productively. Thus, it is expected that the professionalism of the services provided by the National Police for the public will be created. Therefore, to achieve this goal, the personnel of the National Police must have high enthusiasm and commitment and are more likely to be influenced by the attitudes and behaviour of civilian police who prioritize protection and services.

Given the large role of the human workforce in order to improve its performance, it is appropriate for organizations to increase organizational commitment, namely by providing organizational support in accordance with aspects of justice and fairness so that personnel will have a good psychological wellbeing. The psychological wellbeing is defined as a state of individuals who are more motivated, involved actively in work, have positive energy, enjoy a given job and tend to stay longer in an organization (Berger, quoted by Maria Mayasari Sianturi and Zulkarnain, 2013: 209). If a personnel feels that all aspects of their needs are met, they will achieve job satisfaction and have a high commitment to the organization. The high commitment of personnel can positively affect the business of a company. The existence of a commitment will make the personnel actively support all organizational activities so that the personnel will work more productively.
Based on these conditions, it is necessary to review the policies on improving the performance of personnel. For this reason, efforts are needed to optimize various factors that can increase personnel commitment to the organization which in turn can improve their performance. Demands for high performance from all personnel must be in accordance with their appreciation, therefore the organization must pay attention to the satisfaction of its personnel because meeting their needs or having their needs satisfied will undoubtedly increase their trust in the organization and increase their commitment to the organization and will further improve their performance.

Organizations must provide support and high appreciation for their personnel services because with the assurance of their needs, their morale will increase. This is an important figure as a support for personnel commitment to the organization. The leadership of the organization must be able to mediate or be able to make the right decisions in dealing with existing conflicts or problems and must be a leader who becomes a reference for their subordinates so that the commitment of these personnel is not only to the organization but also to its leadership. Therefore, to get organizational commitment from personnel, the organization must have positive values to increase organizational commitment so that these values become a reference for all personnel of the organization.

Based on the description above, the author is interested in carrying out a research entitled "The Effect of Organizational Support and Psychological Wellbeing on the Performance of Pati Police Resort Personnel with Organizational Commitment as an Intervening Variable."

2. LITERATURE REVIEW

2.1 Human Resource Management

Human Resource Management is needed to increase the effectiveness of human resources in the organization. Human resources are needed in the era of globalization because human resources are one of the keys to the success of a company or organization. Flippo, (1996: 48) explains that human resource management can be defined as planning, organizing, directing and controlling activities for labor procurement, development, compensation, maintenance integration, and termination of employment with human resources to achieve individual, organizational goals and society.

2.2 Performance

According to the Oxford English Dictionary quoted by Michael Armstrong (2010: 102-103), performance is an execution, achievement, doing of whatever is ordered or must be done. It refers to outputs (performance) but also states that performance is about doing the job and also about the results achieved. Furthermore, Michael Armstrong (2010: 103) adds that performance is often considered only as a result that is achieved or a person's record of achievement. Kane argues that performance is "something that is left by someone other than the goal to be achieved."

2.3 Organizational Support

Rhoades & Eisenberger argue that organizational support refers to the personnel’s perceptions of the extent to which the organization assesses contribution, provides support, and
cares for their well-being (quoted by Anna-Maria Seppänen, 2012: 9). If the personnel of the organization consider that the organizational support they receive is high, then these personnel will incorporate membership as members of the organization into their own identity and then develop a more positive relationship and perception of the organization. By integrating the membership in the organization with the identity of the members, these personnel feel part of the organization and feel responsible for contributing and giving their best performance to the organization.

2.4 Psychological Wellbeing

Psychological wellbeing is a quality condition that is achieved when individuals maximize their performance potential based on the 5 Cs, namely contribution, conviction, culture, commitment and confidence. Psychological wellbeing is defined as a state of individuals who are more motivated, involved in the workplace, have positive energy, enjoy a given job and tend to stay in an organization (Berger, as quoted by Maria Mayasari Sianturi and Zulkarnain, 2013: 209).

2.5 Organizational Commitment

Gadot and Drory (2006: 108) suggest that organizational commitment refers to the extent to which a member feels involved in the organization, is emotionally attached to the organization, and a sense of organizational ownership. Organizational commitment manifests itself as a willingness to work towards and accept the goals and values of the organization. Gibson et al., (2011: 184) state that commitment is a feeling or understanding on the goals of the organization, loyalty to the organization and clear involvement in the organization or unit of the organization. Meanwhile, McShane and Glinow (2005: 126) state that organizational commitment is the emotional relationship between members and the organization, their identification and involvement specifically in an organization.

2.6 Previous research

a. A research conducted by Bojan Obrenovic, Du Jianguo, Akmal Khadaykulov and Muhammad Aamir Shafique Khan in 2020 show that there is a negative impact of work-family conflicts on psychological safety and psychological wellbeing. The findings suggest that psychological wellbeing and psychological safety influence performance. When the psychological well-being and psychological safety of employees are not satisfactory, job performance will suffer. The mediation test shows that work-family conflict has an indirect effect on performance when psychological safety and psychological wellbeing are the mediators.

b. A research conducted by Usman Alvi in 2017 is based on an assessment of the psychological well-being of 84 employees sampled and their employer evaluations of their work from seventeen information technology companies in Pakistan. The results of the study show that psychological wellbeing is higher and useful for improving employee performance in the projected
organization. Furthermore, this study shows that psychological wellbeing and employee performance levels are the same for projected and un-projected organizations.

c. A research conducted by Afipuddien and Sugiyono in 2017 indicates that there is a positive and significant influence between organizational supports on affective commitment. There is a positive influence and significant influence between organizational supports on extra role behaviour. There is a positive influence and significant influence between organizational supports on employee performance. There is a positive and significant influence between affective commitments on employee performance. There is a positive and significant influence between extra role behaviour on employee performance.

d. A study conducted Haqqi Ilmaniar and Indi Djastuti in 2018 indicate that organizational culture is proven to have a positive and significant effect on knowledge management. Organizational support is proven to have a positive and significant effect on knowledge management. Organizational culture has a positive and significant effect on performance. Organizational support is proven to have a positive and significant effect on performance. H4 is rejected because the test results show positive but not significant, the increasing organizational support has an effect but not so significant on employee performance. Knowledge management is proven to have a positive and significant effect on performance.

e. A study is conducted by Firdha Amalia and Budiono in 2018. After conducting the study and explanation above related to the effect of self-esteem and psychological wellbeing on job performance through work engagement on bank employees in Surabaya, it can be concluded that: (1) self-esteem has no effect on job performance; (2) self-esteem has a positive effect on work engagement; (3) psychological wellbeing has no effect on job performance; (4) shows psychological wellbeing has a positive effect on work engagement; (5) work engagement has a significant effect on job performance; (6) self-esteem has an indirect effect on job performance through work engagement; (7) psychological wellbeing has an indirect effect on job performance through work engagement.

2.7 Research Problems
Based on the description above, it can be formulated that there problem of the research: “is there any influence of organizational support and psychological wellbeing on the performance of the personnel of Pati Police Resort with organizational commitment as an intervening
variable? In order to do the research successful and optimally, it is necessary to first formulate the problems expressed in this study, from various previous descriptions above, then the problems that will be expressed in this study can be formulated, namely:

a. Is there a direct effect of organizational support, psychological wellbeing, and organizational commitment on performance? The sub problems as follows:
   1) Is there any effect of organizational support on performance?
   2) Is there any effect of psychological wellbeing on performance?
   3) Is there any effect of organizational commitment on performance?

b. Is there any indirect influence between organizational support, psychological wellbeing on performance through organizational commitment? The sub-problems as follows:
   1) Is there any effect of organizational support on performance through organizational commitment?
   2) Is there any effect of psychological wellbeing on performance through organizational commitment?

c. Is there any difference between the direct and indirect effects?

3. METHODS
The study employs the mix methods approach or mixed research. The central premise on which mixed methods research is based is to use a combination of quantitative and qualitative approaches to find better research results than using only one approach. The research method is survey. The consideration of the researcher choosing the survey research method because in this study the researcher raises a problem about the effect of organizational support and psychological wellbeing on performance with organizational commitment as an intervening variable collected from respondents using a questionnaire, by visiting the research location directly.

4. RESULTS AND DISCUSSION
4.1 The effect of organizational support on performance
Based on the test results between organizational support and member performance in table 4.56, the β coefficient is 0.303. This means that 30.3% of the performance of the personnel is determined by the support of the organization they have. The results of the research findings can be explained that each organization will have different organizational support, both budget support and facilities and infrastructure support. Of course, all organizations have a strategy in managing their human resources. Adequate organizational support to its personnel can stimulate or endorse personnel to carry out and complete their duties optimally so that high performance can be achieved and in accordance with organizational expectations. Evidence suggests that there is a clear and positive influence between organizational support and performance. Nancy Langton and Stephen P. Robbins (2009: 86) state that several recent studies have shown that there is an effect of organizational support on performance, absenteeism, job stress, and turnover.
In accordance with the results of an interview with Senior Sergeant B, it is stated that there is an effect of receiving organizational awards as part of organizational support on member performance. Even though what members receive is not much/not much, the organization's appreciation becomes an encouragement for members to do better work, members' performance increases, in working members not only consider it a formality, but members are more aware of the meaning of work and work more wholeheartedly, although there are activities overtime the members do not complain, because there are incentives as a token of appreciation from the organization.

Furthermore, Rhoades and Eisenberger (2008: 702) add that organizational support is felt to increase the performance of the implementation of activities and actions in standard work that are beneficial to the organization by going beyond the given responsibilities. According to George and Brief, these extra role activities include helping fellow members, taking actions that protect the organization from risks, offering constructive advice, and gaining useful knowledge and skills for the organization.

Organizational support has indicators consisting of fairness, superiors’ support, and rewards for the organization and working conditions. Each indicator can be an explanatory factor for the organizational support variable. Based on table 4:37, it can be seen that the most decisive indicator in the formation of factors (Organizational Support) is superiors’ support with a value of 0.898, then work conditions of 0.894, fairness of 0.733, and organizational rewards of 0.717.

4.2 The effect of psychological wellbeing on performance
Based on test results between psychological wellbeing with the performance of the personnel in the table 4.56, the coefficient β is obtained of 0.204. This means that 20.4% of the performance of the members is determined by Psychological Wellbeing. The findings are consistent with one of the theories of Harter, Schmidt, and Keyes (2002) which also explains that members who are prosperous at work (psychological wellbeing) will have high loyalty, job satisfaction, endurance and productivity. Personnel who work happily will perform well (Wright, Cropanzano, & Bonett 2007). Work performance is the performance of a person in which there are factors of effectiveness and efficiency. Bambang Nopiando (2012: 1) adds that the psychological wellbeing of members is an important aspect that determines the effectiveness of a company, including outsourcing service companies. The psychological wellbeing of members is influenced by several factors, one of which is the fulfilment of the need for a sense of security related to the certainty of their future.

Based on the opinion above, it can be explained that psychological wellbeing is an important thing that acts as a driving force and causes a member to have job satisfaction in an organization. It is expected that in the end it can increase their productivity and performance. The level of psychological wellbeing of a member is influenced by the process
of evaluating life experiences during his time as a member. The reality of working conditions, whether they are pleasant or unpleasant, is captured as a conception of psychological experiences in a member.

Based on the results of Nuzulia's research (quoted by Bambang Nopiando, 2012: 2), it can be concluded that core evaluations play a positive role in shaping the psychological well-being of members. This indicates that the role of interpretation of individual positions on the reality of the work environment can affect the welfare of a member psychologically. Positive interpretation of experiences will lead to satisfaction in members as a foundation for the optimization of psychological well-being functions which in turn will have an influence on the effectiveness of their work.

4.3 The effect of organizational commitment on performance
Based on the test results between Organizational Commitment and member performance in table 4.58, the β coefficient is 0.380. This means that 38% of members’ performance is determined by organizational commitment. The results of this test are in accordance with the findings of Mathebula's research (2006: 1) which found that organizational commitment can lead to beneficial consequences such as organizational effectiveness, increased performance, reduced turnover and reduced absenteeism. Mathebula (2006: 2) also found that the high level of effort exerted by employees with a high level of organizational commitment would lead to higher levels of performance and effectiveness at both the individual and organizational levels.

Bishop and Scott (quoted by Fornes and Rocco, 2004: 394) explain that, "Individual commitment and employee commitment to the work group can improve team performance, pro-social behaviour and group cohesion which in turn can improve the performance and job satisfaction of the individual." Greenberg (1996: 44) adds that high organizational commitment will result in good work performance and low levels of absenteeism. Organizational commitment encourages employees to keep their jobs and show the results they should.

Increasing the performance of personnel through human resources is inseparable from organizational culture and organizational commitment to its members and is an important figure who has strong roots as a support for the pace of development in all fields including the nation. Fundamentally increasing human resources will provide its own colour for shifting values, systems and norms in the global order of life. The starting point of human resource development in the world order lies in development in the field of education, all of which originate from the organizational culture in the institution. From the description above, it can be said that organizational commitment to its members is very necessary because it can be ascertained that the loyalty of members to the organization is high and the performance of the members is also good. Many organizations assume that an organization's commitment to its members will also commit its members to the organization. The commitment of this member will certainly add to the
"extra role" behaviour of the member, such as creativity and innovation.

4.4 The influence of organizational support on performance through organizational commitment
It can be seen that there is no influence of organizational support on performance through organizational commitment. This is because the Probability value is more than 0.05 (0.832 > 0.05). Based on the test results between organizational support and organizational commitment in table 4.52, the β coefficient is 0.015.

4.5 The influence of psychological wellbeing on performance through organizational commitment
It can be seen that there is an influence of psychological wellbeing on performance through organizational commitment. This is based on research because PWB has a significant effect on commitment, and commitment has a significant effect on performance. This is in accordance with research conducted by Anisa & Zulkarnain (2013) which states that there is a positive relationship between psychological well-being and organizational commitment, the higher the value of psychological wellbeing, the higher the organizational commitment. Employees who have high psychological wellbeing will maximize their performance in the organization. If employees feel that their needs have been met in the organization, it will create a feeling of satisfaction in them. When employees feel satisfied with what is obtained, then the desire to stay afloat within the organization it can also appear.

Based on the results of the interview with Senior Sergeant D, it was found that human labour plays a very important role in the context of improving performance. Therefore, it is appropriate if the organization increases the job satisfaction of personnel, namely by fulfilling all their physical and non-physical needs that must be fulfilled in order to live a decent and human life. If a member has met all his needs according to his interests and abilities, he will achieve job satisfaction and have a commitment to the organization. The high commitment of members can affect the efforts of members to exert all efforts to achieve organizational goals in a positive way. The existence of a commitment will make members actively support all organizational activities, this means that members will work more productively. By providing job satisfaction that is in accordance with the aspects of fairness and worthiness, it can be expected that members will be passionate and have high motivation to work so that work productivity will increase which in turn will increase the performance of members.

4.6 The difference between direct and indirect influence
The results of the path analysis show that PWB can have a direct effect on member performance and can also have an indirect effect, namely from PWB to organizational commitment as intervening then to member performance. The magnitude of the direct effect is 0.204 while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, namely (0.698) * (0.380) = 0.2652.
The total effect of PWB on performance is 0.204 + 0.2652 = 0.4692. Thus, it can be explained that the direct effect of PWB on performance is smaller than the indirect effect of PWB through organizational commitment to member performance.

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