



Research Paper

The Influence of Organization Commitment, Work Stress, Loyalty and Organizational Support to The Work Performance of NCO Personnel from Criminal Investigation Unit of Banten Regional Police Department

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ABSTRACT: This research has a purpose to analyse influences from organization commitment, work stress, loyalty, and organizational support to the work performance of Non-Commissioned Officer (NCO) personnel's from Criminal Investigation Unit of Banten Regional Police Department. The independent variables are (1) organization commitment (X1) composed from indicators of effective commitment, normative commitment, and sustainable commitment, (2) work stress (X2) composed from environmental and personal indicators, (3) loyalty (X3) consisted from rational (logical) and emotional (feelings) indicators, and (4) organizational support (X4) consisted of appreciation and concern to employee's welfare indicators. Meanwhile, as the dependent variable is the work performance from NCO personnel's (Y) divided into specific work performance and generic work performance. Research was conducted to 87 respondents as the research sample from population of 152 personnel of NCO personnel from Criminal Investigation Unit of Banten Regional Police Department. Data analysis technique used in this study is Rank Spearman Correlation to test relationship of each sub independent variable to each sub dependent variable of work performance from NCO personnel's as well as understanding level of influences from independent variables to dependent variables by employing the multiple linear regression analysis. The result analysis gave evidence in simultaneously and partially that: (1) there is no significant influence found between the organization commitment (X1) to the work performance of NCO personnel's from Criminal Investigation Unit of Banten Regional Police Department, (2) there is a significant influence found between the work stress (X2) to the work performance of NCO personnel's from Criminal Investigation Unit of Banten Regional Police Department, (3) there is a significant influence found between loyalty (X3) to the work performance of NCO personnel's from Criminal Investigation Unit of the Banten Regional Police Department, (4) There is a significant influence found between the organizational support (X4) to the work performance of NCO personnel's from Criminal Investigation Unit of Banten Regional Police Department, and (5) it is evident that loyalty variable analyzed on the work performance of NCO personnel's both in simultaneous and partial analysis showed the majority of NCO personnel's are working due to a high loyalty inside their organization.

KEYWORDS: Organization Commitment, Work Stress, Loyalty, Organizational Support, Work Performance of Non-Commissioned Officer (NCO) Personnel.

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I. INTRODUCTION

The public relation official site together with researcher's observation in the field have found several matters need to be resolved, including: (1) there are NCO personnel's who were late for daily morning ceremony, (2) many assignments given which must be finished within one or two days are exceeded, (3) duties and responsibility delegated to other NCO personnel's often happen although the Directorate of Special Criminal Investigation Unit (*Ditreskrim*) often providing coaching and capacity building training for both National Police Investigators and Civil Servant Investigators (PPNS/*Penyidik Pegawai Negeri Sipil*) and this delegation of duties still existing in the work field or still can be found. From the mentioned problem, by this article, the researcher assumes four variables in this research: (1) Organization commitment (2) work stress, (3)

loyalty and (4) organizational support which possibly become significant influence to the work performance of Non-Commissioned Officer personnel both in simultaneously also partially to a variable of work performance of Non-Commissioned Officer personnel.

The research gap of this study will be explained as follows: first, the research by Nirmalasari, et.al [1] focuses on the influence of motivation and work satisfaction on the work performance from personnel of Ditreskrimsus South Sumatra Regional Police with research findings of an increase of the personnel motivation when their work results are acknowledged or gain recognition by their leader, whereas the work performance will also increase when the leader gives appreciation to the personnel's work. Second, the research by Sriutami, et.al [2] focuses on the influence of leadership and competence to the work performance of *Direskrimsus* Investigators of Bali Police with research findings confirmed that leadership variable with controller indicator received the lowest response, thus, Sriutami et.al [2] gave advice to leaders for upgrading their controller in order to improve the work performance of Ditreskrimsus Investigator of Bali Police. The difference of this research from the work of both researchers above is this study focuses on the work performance of organization commitment, work stress, loyalty, and organizational support on the work performance of Non-Commissioned Officer personnel. The case study was applied on the Criminal Investigation Unit of Banten Regional Police. The expected aspect of novelty in this research is findings about the influence of organization commitment, work stress, loyalty, and organization support, if they have significant impact, both simultaneously and partially, to the work performance of Non-Commissioned Officer personnel, then these findings can be used as a strategic step in improving work performance of personnel from Criminal Investigation Unit of the Banten Regional Police.

To this extent, not many discussions related to the influence of organization commitment, work stress, loyalty and organizational support to the work performance of Non-Commissioned Officer personnel in the Special Criminal Investigation Unit of the Banten Regional Police have been conducted, therefore, the researcher formulates study problem for this article to be: (1) is there any significant influence in simultaneously from variables of organization commitment, work stress, loyalty and organizational support to the variable of work performance from NCO personnel's from Criminal Investigation Unit of Banten Regional Police?, (2) Is there any significant influence of organization commitment, work stress, loyalty and organizational support variables to the variable of work performance of NCO personnel in the Criminal Investigation Unit from Banten Regional Police in partial?

II. LITERATURE REVIEW

According to Wibowo in Maranata, et al., [3] organizational commitment is a measurement about the desire to work and stay in the company. Meanwhile, Mathis and Jackson in Hayati, et al., said "Organizational Commitment is the desire to remain with-the organization and the degree to which employees believe in and accept organizational goals" [4]. Further, Robbin in Hayati, et al., states that organizational commitment is a condition where a person resides with a particular organization and take interest to maintain his or her membership in that organization [4]. Meanwhile, Pramadani in Primayasa and Lawu, defines organizational commitment as a psychological state that characterizes the relationship engages from an employee to the organization or its implications that influence decision whether the employee will remain in the organization or not, and be identified within three components of: 1). Affective commitment; 2). Continuous commitment; and 3). Normative commitment [5]. Moreover, Sopiha in Hayati, et al., categorizes three indicators that can lead to organizational commitment, namely: 1). Continuous commitment related to personal dedication in carrying out the organizational life; 2). Integrated commitment related to interactions between members inside the organization; and 3). Controlled commitment related to directing behavior in a desired direction [4].

According to Anderson in Aulia work stress is pressuring feeling or suppression experienced by employee in dealing with his or her work. Further, Anderson in Aulia continued by "work stress refers to a physical or psychological deviation from the normal human state that is caused by stimuli in the work environment" which in general has meaning in such statement: pressure resulting from work will affect the emotion, thinking process, and physical condition of an individual, in which the pressure comes from the work environment where the individual is located [6]. Moreover, Igor in Santoso and Rijanti categorizes six indicators which able to ignite work stress [7]:

- a) Intimidation and pressure from colleagues, leaders, and clients
- b) The difference between demands and existing resources to carry out tasks and obligations
- c) Incompatibility with work
- d) Dangerous, frustrates, boring or repetitive work
- e) Overload of work
- f) Unrealistic targets and expectations

According to Wibowo in Rusyana, et.al., loyalty defines as one of strengths from employee in working and a seriousness attitude in working from the employee so these will produce an optimal result based on his/her own encouragement. Loyalty is a commitment from workers to work with his/her own self-motivation. Whereas Marpaung in Rusyana, et.al., states loyalty is a person's devotion to something which not only appears in physical loyalty but rather to non-physical loyalty (the thought and attention/concern). Loyalty also the type of employee's behaviour that reflects seriousness in working for organization's goals [8]. Furthermore, Jusuf in Ningrum and Pambudi also categorizes factors which able to influence level of loyalty [9]:

- a) Rational factor, a factor involving matters or things that can be explained in logic such as bonuses, compensation and facilities which will be obtained
- b) Emotional factor, a factor involving feelings or self-expression, such as work suitability, type of work which able to empower the employees, type of challenging work, a supportive work environment, having a secure feeling in doing work also an appreciation which will be received from the company
- c) Personality factor, a factor relates to behaviour, character and temperament of the employees

Gronroos in Ariyanti and Rijanti stated the organizational support and management support will increase motivation for customer-oriented behaviour from its workers [10]. Many forms of organizational support existed in material format such as salary, allowance, bonuses and so on, also non-material support such as praise, attention, closeness, self-development, and others. In addition, Savitri & Komalasari categorize indicators which able to be used for measuring organizational support as follows [11]:

- a) Rewards which will give to employees as appreciation for their achievements, this is also aimed at encouraging improvements of their work performance
- b) Self-development or empowerment provided to employees as an opportunity to improve their work abilities
- c) Comfortable working condition will provide a sense of security whereas organization attention or concern to employees in carrying out their work involving support from colleagues and the work environment
- d) Employee's welfare plays as benchmark of how much attention from organization to its employees in carrying out their work

According to Diana and Frianto, there are many types of organizational support provided to employees, such as providing mutual respect, rewards in the form of salary, and work promotion which are considered reliable to support an employee in carrying out his work and his welfare [12]. Syarifudin, et.al., stated that positive organization support from company encourage employees to have good responses and consider themselves responsible for repaying the company with positive things such as their good work performance to make a mutual relationship able to be established [13]. Savitri & Komalasari categorize indicators for organizational support measurement as follows [11]:

- a) Award or rewards are given to employee as an appreciative support from the company for his or her work achievement, this is also aimed to encourage improvement in his/her work performance
- b) Empowerment or development provided to employees as an opportunity to improve their abilities
- c) Comfortable working condition will provide a sense of security and the organizational support for employees in carrying out their work by the involvement or support from colleagues and the work environment
- d) The employee welfare plays as the starting point or benchmark to measure how much attention that organization willing to give to its employees when carrying out their work

According to Rivai work performance is work result seen from quality and quantity aspects that achieved by an employee from carrying out his duties according to the responsibility given to the related employee [14]. In addition, Dharma in Flippo defines the work performance is something that is done in form of product or service produced or provided by an individual or a group of people [15], and according to Swietenia, there are three benefits from work performance of employees [16]: (1) determine real target, (2) an exchange of information between the worker and the management division, (3) encourage and analyze production efficiency. Meanwhile, Guritno and Waridin categorize employee performance indicators into five elements namely: (1) The employee has the ability to increase work targets, (2) The employee has the ability to complete his work on time, (3) The employee has the ability to create innovation in completing work, (4) The employee has the ability to create creativity in completing work, (5) The employee has the ability to minimize work errors [17].

III. METHODS OF RESEARCH

3.1 Population and Sample of The Research

This study uses a survey method where the population and sample for this research as the focus study must be determined and selected. Martono in Suriani et.al explained population as an object or subject existed in an area and meets the requirement to be used as the problem study in research [18]. Meanwhile, Sugiyono gave meaning of population by the total number of analysis units whose characteristics can be predicted [19]. In connection to the theories, population in this research that will be used are all NCO personnel from Criminal Investigation Unit of Banten Regional Police amounted to 152 personnels, whereas data source was obtained from the Republic of Indonesia National Police of Banten Region (2023).

Meanwhile, according to Sugiyono, what is meant by population is the total number of analysis units whose characteristics can be predicted [19]. In connection with the above theories, in this research the population selected to be used is all NCO personnel in the Criminal Investigation Unit of the Banten Regional Police, totaling 152 personnel. The data source was obtained from the National Police of the Republic of Indonesia, Banten Region (2023).

The research instrument for this research was an online questionnaire by a Google form created by the researcher that sent to 152 NCO personnel. However, out of 152 distributed questionnaires only 87 questionnaires were returned, so the final amount for research sample of this study were 87 NCO personnel from Criminal Investigation Unit of the Banten Regional Police.

3.2 Data Analysis of The Research

The data analysis employed in this research was a qualitative descriptive method. Qualitative data was tested by SPSS to find out whether there was an influence between X variable to and Y variable. A descriptive statistical method is a statistic method in form of procedure used to summarize series of numerical data to make the data understandable. It is used to analyze the individual characteristics and determine respondents' perceptions from all research variables used. Result analysis will be put in form of a frequency distribution table and a cumulative frequency table.

This research observes the existing relationship between independent variables and dependent variable through correlation. Degree or level of relationship between both variables will be measured by a correlation index termed as correlation coefficient. In this research, simple correlation techniques and multiple-regression analysis were employed to obtain a complete analysis. Regression coefficients are standardized to describe relationship between four independent variables and one dependent variable. While observing and analyzing as well as measuring validity and reliability, the relationship between each factor will visible through simple correlation. The relationship between the independent and dependent variables as a whole are reviewed further to determine the level of multiple correlations. The model employed in this study was:

3.3 Spearman's Test

Spearman's Test Spearman's correlation is a nonparametric measurement, and the correlation coefficient has the symbol r (ρ). A measurement by the Spearman correlation coefficient is used to assess how well an arbitrary monotonic function (a function that conforms to an order) is used to describe the relationship between two variables without making assumptions about the frequency distribution of the variables studied [20]. A relationship is monotonic when the value of one variable continues to increase (positive correlation) or decreases (negative correlation) as the value of the other variable increases. Linear relationships correspond to monotonic ones, where the rate of change is constant. Spearman's correlation coefficient ranges from -1 to $+1$ with the absolute value closer to 1 indicating a stronger relationship. Cut points categorize the relationship strength using descriptors such as "weak" (e.g., $r < 0.40$), "moderate" (e.g., $r = 0.40$ to 0.69), or "strong" (e.g., $r \geq 0.70$). Both interpretations must also consider the confidence interval of the observed coefficient as a reasonable estimate of the correlation in the population from which the sample of data were taken [21].

Whereas the F-Test or Simultaneous Significant Test was employed to show whether in general all independent variables included within this model altogether brought impact or influence to the dependent variable.

The simultaneous significant test also in synchronously compares calculated F-value to F-table value at a certain confidence level. Testing form in this research is presented in statements of:

Ho : $a_1 : a_2 = 0$ means that simultaneously the independent variable and the dependent variable have no significant effect.

Ha : $a_1 + a_2 \neq 0$ means that simultaneously the independent variable and the dependent variable have a significant effect.

The process in obtaining decision for Simultaneous Significant Test (F-Test) is stated as follow:

- If the calculated $F < F$ table, then all independent variables simultaneously have no significant effect on the dependent variable, and vice versa.
- If F count $> F$ table, then all independent variables simultaneously have a significant effect on the dependent variable.

Next, a Partial Significant Test (Test-t) was conducted as a regression coefficient test to each independent variable in relation to the dependent variable for determining how much the influence of the independent variable has on the dependent variable under the following conditions:

$H_0 : a_1 : a_2 = 0$ means that in partial, the independent variable has no significant effect on the dependent variable.

$H_a : a_1 + a_2 \neq 0$ means that in partial, the independent variable has a significant effect on the dependent variable.

The process in obtaining decision for Partial Significant Test (T-Test) is stated as follow:

- If the t count $< t$ table, it means in partial, there is no significant influence of the independent variable on the dependent variable. Whereas,
- If the t count $> t$ table, then it means in partial, there is a significant influence of the independent variable on the dependent variable.

IV. RESULT AND DISCUSSION

4.1 The Analysis of the Relationship between Variables of Organization Commitment, Work Stress, Loyalty and Organizational Support to the Variable of Work Performance

Series of analysis were conducted to answer the hypothesis and problem formulation of this study. To determine relationship existing between these variables, a statistical calculation process by SPSS version 26 with 95 % confidence interval was employed. This research was conducted by using Bivariate Spearman correlation analysis for determining whether the relationship between variables has a strong or weak relation, or for determining the relationship type between the two variables. A guideline for correlation assessment is put in a list as explained below:

- Correlation coefficient value of 0.00-0.25 = very weak relationship
- Correlation coefficient value of 0.26-0.5 = sufficient/moderate relationship
- The correlation coefficient value is 0.51-0.75 = strong relationship
- Correlation coefficient value of 0.76-0.99 = very strong relationship
- Correlation coefficient value of 1.00 = perfect relationship

4.2 Relationship Analysis of Organization Commitment Variable (X1) to Work Performance Variable (Y)

In searching for relationships between the independent variable (X1) and the dependent variable, the searcher is using Spearman Rank, where the results shown can be seen in the following table:

Table 1: Analysis result of rank spearman X1 Variable to Y variable

			Effective	Continue	Normative	Specific	Generic
Spearman rho	Effective	Correlation Coefficient	1.000	.163	-.106	.565**	.628**
		Sig. (2-tailed)	.	.130	0.328	.000	.000
		N	87	87	87	87	87
	Continue	Correlation Coefficient	.163	1.000	.279**	.069	.189
		Sig. (2-tailed)	.130	.	.009	.526	.079
		N	87	87	87	87	87
	Normative	Correlation Coefficient	-.106	.279**	1.000	-.141	-.192
		Sig. (2-tailed)	0.328	.009	.	.192	.075
		N	87	87	87	87	87

	Specific	Correlation Coefficient	.565**	.069	-.141	1.000	.834**
		Sig. (2-tailed)	.000	.526	.192	.	.000
		N	87	87	87	87	87
	Generic	Correlation Coefficient	.628**	.189	-.192	.834**	1.000
		Sig. (2-tailed)	.000	.079	.075	.000	.
		N	87	87	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed)

Result of correlation coefficient between commitment variable and work performance variable is obtained from the output analysis above. Sub variables with strong relationship are marked with a symbol of (**). A strong relationship will be shown through an effective sub variable with a specific sub variable and a generic sub variable. In the commitment variable by effective sub variable with specific and generic sub variables obtained a correlation coefficient of 0.565 showed a strong relationship and the commitment variable by effective sub variable and the generic sub variable work performance variable obtained a correlation coefficient of 0.628 which also shows a strong relationship. Meanwhile, type of existed relationship between these variables is unidirectional which means the higher the value of effective sub variable from commitment variable, the higher the value of the specific and generic sub variables of the work performance variable. The effective commitment in this study can be interpreted as an emotional attachment that causes the members willing or want to stay within the organization. The higher the employee’s commitment to the organization, the greater the possibility of work performance improvement, however, an opposite side can happen, with a low level of employee commitment will tend to show a lack of concern and irresponsibility for their work [22].

4.3 Relationship Analysis of Work Stress Variable (X2) to Work Performance Variable (Y)

In searching for relationships between the independent variable (X2) and the dependent variable, the searcher is using Spearman Rank, where the results shown can be seen in the following table:

Table 2: Analysis result of rank spearman X2 Variable to Y variable

			Environment	Personal	Specific	Generic
Spearman rho	Environment	Correlation Coefficient	1.000	.783**	-.617**	-.581**
		Sig. (2-tailed)	.	.130	.000	.000
		N	87	87	87	87
	Personal	Correlation Coefficient	.783**	1.000	-.706**	-.787**
		Sig. (2-tailed)	.130	.	.526	.079
		N	87	87	87	87
	Specific	Correlation Coefficient	-.617**	-.706**	1.000	.834**
		Sig. (2-tailed)	.000	.526	.	.000
		N	87	87	87	87
	Generic	Correlation Coefficient	-.581**	-.787**	.834**	1.000
		Sig. (2-tailed)	.000	.079	.000	.
		N	87	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed)

Result of correlation coefficient between work stress variable and work performance variable is obtained from the output analysis above. Sub variables that have strong relationship are marked with a symbol of (**). Result of Spearman Rank showed that work stress variable has a strong correlation to work performance variable. It was confirmed by correlation coefficient value above 0.5 which means the correlation existed is relatively strong. Then, direction of variables showed different results as produced by the negative value of the correlation coefficient which shows the results are not in the same direction (not aligned). It summarizes into the higher the value of work stress variable, the lower the value of work performance variable. This finding is in line with research of Wartono that stated at very high level of stress, the employee work performance will also be low [23]. This condition can result in a decrease work performance. Excessive level of stress will cause

employees felt depressed because they are no longer able to cope with tasks or work obligations that are too heavy to handle.

4.4 Relationship Analysis of Loyalty Variable (X3) to Work Performance Variable (Y)

In searching for relationships between the independent variable (X3) and the dependent variable, the searcher is using Spearman Rank, where the results shown can be seen in the following table:

Table 3: Analysis result of rank spearman X3 Variable to Y variable

			Rational	Emotional	Specific	Generic
Spearman'rho	Rational	Correlation Coefficient	1.000	.586**	.481**	.406**
		Sig. (2-tailed)	.	.000	.000	.000
		N	87	87	87	87
	Emotional	Correlation Coefficient	.586**	1.000	.833	.848**
		Sig. (2-tailed)	.000	.	.526	.079
		N	87	87	87	87
	Specific	Correlation Coefficient	.481**	.833**	1.000	.834**
		Sig. (2-tailed)	.000	.000	.	.000
		N	87	87	87	87
	Generic	Correlation Coefficient	.406**	.848**	.834**	1.000
		Sig. (2-tailed)	.000	.079	.000	.
		N	87	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed)

According to the result table above, correlation coefficient between loyalty variable to work performance variable showed a strong relationship. The sub variables that have strong relationship are marked by a symbol of (**). The result of Spearman Rank showed the sub variable of loyalty has a strong correlation to the sub variable of work performance. It is evident from the value of correlation coefficient (above 0.5 point) meaning that the correlation existed is relatively strong. Meanwhile, the direction between variables showed a positive correlation coefficient conforming the results are in the same direction. Then, it summarizes into the higher the value of loyalty variable, the higher the value of work performance variable. This finding is in line with research from Widayati that reported the higher the loyalty of employees in an organization, the easier way for the organization to achieve the goals which has been previously set by the owner [24]. On the contrary, for organization whose employees' loyalty have low value, it becomes increasingly difficult for the organization to achieve its organizational goals that previously had been set by the organization's owner.

4.5 Relationship Analysis of Organizational Support (X4) to Work Performance Variable (Y)

In searching for relationships between the independent variable of organizational support (X4) to the work performance as the dependent variable, the searcher is using Spearman Rank, where the results shown can be seen in the following table:

Table 4: Analysis result of rank spearman X4 Variable to Y variable

			Organizational Support	Specific	Generic
Spearman'rho	Organizational Support	Correlation Coefficient	1.000	.689**	.597**
		Sig. (2-tailed)	.	.000	.000
		N	87	87	87
	Specific	Correlation Coefficient	.689**	1.000	.834**
		Sig. (2-tailed)	.000	.	.000
		N	87	87	87

	Generic	Correlation Coefficient	.597**	.834**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed)

According to Spearman Rank table, the correlation coefficient between organizational support variable (X4) to work performance variable (Y) showed a strong relationship. It is indicated by the value marked with a symbol of (**). Result analysis showed the organizational support variable (X4) has a strong correlation with the work performance sub variable. It is evident by correlation coefficient value of above 0.5 which means the correlation has a strong relationship. Meanwhile, the direction between variables also showed a positive correlation coefficient which means the results are in the same direction (aligned). Then, it summarizes into the higher the value of organizational support variable, the higher the value of work performance variable. Organizational support is very necessary for employees to achieve high level of work performance, whereas a support defines as positive recognition and assistance received through formal or informal relationships. Organization that supports, creates situation of mutual aid, friendship, and cooperative behaviour will build a strong and pleasant work environment and creates satisfaction at work [25].

4.6 Multiple Regression Analysis

The next phase of this research is to test the data by multiple regression analysis to determine the influence of the independent variables to the dependent variable, both in simultaneously and partially ways. Since in this study there were four independent variables existing, then, a multiple regression analysis was carried out, with result of regression analysis is presented in the following table:

Table 5: Result data of multiple regression analysis

Variable	Regression Coefficient	TCount	Sig.
Constant	2.406	5.966	.000
Commitment	-.064	-1.473	.145
Work Stress	-.270	-4.005	.000
Loyalty	.800	6.720	.000
Organizational Support	-.172	-2.267	.026

Description:

$$F_{\text{count}} = 46.032$$

$$R_{\text{square}} = 0.692$$

From the ANOVA output table, the F test showed a significant result of < 0.05 , therefore, based on the result of decision making, then it can be concluded that Organization commitment (X1), Job stress (X2), Loyalty (X3), and Organizational support (X4) variables simultaneously have influential impact to work performance (Y) variable. Additionally, the table also showed the magnitude of the determination coefficient where the resulting figure is 0.692 or equal to 69.2 % which interpreted that variables of Organizational commitment (X1), Work stress (X2), Loyalty (X3) and Organizational support (X4) simultaneously influence the work performance variable (Y) by 69.2 %.

Later, for the partial test, it can be seen by comparing values of the Tcount with Ttable. Tcount value of organization commitment was $1.473 < T_{\text{table}} (1.99)$, therefore, it interpreted into the organization commitment variable has no influence to the work performance variable. Then, for the work stress variable, the result of partial test obtained Tcount value of $4.005 > T_{\text{table}}$ value of 1.99, thus showing there is an influence of work stress to the work performance variable. As for the loyalty variable, the result of partial test obtained Tcount value of $6.729 > T_{\text{table}}$ value of 1.99 which showed there is an influence of loyalty to work performance variable. Finally, the same result was obtained for the organizational support variable which showed an influence to the work performance variable which proven by the Tcount value of $2.267 > T_{\text{table}}$ of 1.99.

V. CONCLUSION

This research pursues a purpose in seeking influence of organization commitment, work stress, loyalty, and organizational support to the work performance of NCO personnel from the Criminal Investigation Unit of the Banten Regional Police. There are several conclusions are obtained as follow:

1. Work performance able to play as an important parameter to gauge quality level of police officers. A work performance assessment also regulated in Perpol No.2 of 2018 confirming that work performance is one of many important things that can influence an organization. In this matter, work performance can be influenced by several other important factors [26].
2. According to Spearman Rank analysis to every sub variable, the sub variable of organization commitment was found as 'not strongly correlated' sub variable to the work performance sub variable. A strong correlation only found in the effective sub variable of organization commitment variable to the specific and generic sub variables of the work performance variable. Meanwhile, for sub variables constructed within work stress, loyalty and organizational support variables, there is a strong correlation found between the independent sub variable and the dependent sub variable.
3. From the regression analysis, a partially significant influence was found between the work stress variable and the work performance variable, between the loyalty variable and the work performance variable, also in the organizational support variable and the work performance variable. However, insignificant results were shown from the organization commitment and work performance variables.

Significant results found in place where there was influence between the work performance variable to the organization commitment, work stress, loyalty, and organizational supports existing in simultaneously, and based on the result analysis, it is known that loyalty (X3) was the variable with the strongest influence in this study.

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