



# The affect of person-organizational fit, organizational climate and organizational citizenship behavior toward Police performance in Kerinci

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## ABSTRACT

This study aims to see the effect of (1). Person-Organizational Fit on the performance of employees at the Kerinci Police. (2). Organizational climate on employee performance at the Kerinci Police. (3). Organizational citizenship behavior on employee performance at the Kerinci Police. (4). Person-Organizational fit, climate and organizational citizenship behavior have a joint effect on employee performance at the Kerinci Police Station. The population in this study were all 476 employees at the Kerinci Police. And the technique of determining the number of samples taken as respondents by determining the number of samples taken as respondents using the Slovin formula. So the number of samples in this study amounted to 217 people who are Kerinci Police. The results of this study indicate that (1) Person organizational fit has a positive influence on employee performance at the Kerinci Police Station. (2) Organizational climate has a positive influence on employee performance at the Kerinci Police. (3) Organizational citizenship behavior has a positive influence on employee performance at the Kerinci Police. (4) Person organizational fit work, organizational climate, organizational citizenship behavior jointly have a positive effect on employee performance at the Kerinci Police Station.

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## INTRODUCTION

Police in every country are in a dilemma of the interests of power to be at the forefront of differences of opinion between power and society. The police system in a country is heavily influenced by the political system and social control that is applied. Based on Government Decree No. 11/S.D The police changed their status to become a separate department directly under the Prime Minister. This Government Decree makes the position of the Police on the same level as the Department and the position of the Head of the Indonesian National Police (KAPOLRI) on the same level as the Minister.

Based on Law No. 2 of 2002 concerning the Indonesian National Police, it states that (1) The Indonesian Police are a State tool that plays a role in maintaining public order and security, enforcing the law, and providing protection, protection and service to the community in the context of maintaining the Ministry of Internal Affairs. country, because in Chapter II MPR Decree No. VII/2000 states that: (1) The Indonesian Police is a tool of the State that plays a role in maintaining public order and security, enforcing the law, providing protection and service to the community. (2) In carrying out its role, the Indonesian Police must have expertise and skills in a professional manner. This means that the Indonesian police are not a non-departmental institution but are under the President and the President is the Head of State, not the Head of Government.

It indicates that there has been a decline in police performance in Kerinci, which can be seen in the initial survey of 20 police respondents at the Kerinci Police. From the initial survey of 20 police respondents at the Kerinci Polres with five performance statements that in total only 40% agreed with the statement and 60% disagreed. This can be seen from the decline in the performance of the police assigned to the Kerinci Police. The decline in police performance at the Kerinci Polres is thought to be influenced by several factors. Factors that are thought to influence this performance include person-organizational fit, organizational climate and OCB. Thus, an agency or organization should be able to control important factors that affect performance in the organization and agency to maintain the level of organizational and agency performance.

According to Yulina et al, (2015) performance is influenced by many factors, including person-organizational fit. Person organization fit (P-O fit) is broadly defined as the suitability between organizational values and individual values (Kristof, 1996). The importance of the role of person organization fit can be seen from the agency's policy to manage its human resources so that they can play a major role in cooperating with and supporting the agency's strategy. The process of obtaining, selecting, and placing workers has occupied the most important role for agencies. The human factor is in fact a determining factor when compared to all complementary tools in agency efforts to achieve goals. Every form of organization or agency will require human resources to carry out every function of the activity within an organization or agency. In agency organizations, the need for people is very important because it involves the main problems of the agency. Workforce selection is necessary to further organizational goals such as continuity, growth or company profits. Researchers argue that P-O fit is the main key to maintaining and maintaining police commitment which is very necessary in a competitive business environment (Kristof, 1996).

The problem of declining performance of state police human resources has been extensively studied by researchers not only in relation to the Person organization fit factor, but also several factors or variables of human resource management and organizational behavior such as organizational climate problems and Organizational citizenship behavior. Human resources as one of the main elements of the agency is very important because the human factor plays a very important role in achieving organizational goals. Human resources not only help the organization in achieving its goals but also help determine what can actually be achieved with the available resources. HR management is currently a necessity and is no longer an option if an agency wants to develop. Institutions that have good human resources are capital so they can compete with other more advanced agencies. Competition between agencies is getting tougher, because agencies are not only faced with domestic competition, but also abroad. Facing these situations and conditions, agencies must determine their management strategies and policies, particularly in the field of Human Resources (HR).

OCB is not well known yet, but basically the police in an agency or organization have sometimes implemented OCB in their work. One of the strategic attitudes in the HR division is developing Organizational Citizenship Behavior (OCB) within the organization. This OCB is reflected through the behavior of helping others, volunteering for extra tasks, complying with workplace rules and procedures. This behavior illustrates the added value of the police which is a form of prosocial behavior, namely positive, constructive and helpful social behavior.

In Gunawan's article (2011) defines OCB as individual behavior that is free (discretionary), which is not directly and explicitly rewarded by the formal reward system, and which as a whole encourages the effectiveness of organizational functions. Is free and voluntary, because the behavior is not listed in the job description, which is clearly required under the contract with the organization; but as a personal choice (Podsakoff, Gunawan 2011). Low OCB greatly affects police performance, because there is no tolerance between police in helping each other with other police duties so that the targets and objectives of an agency are not optimally achieved.

Based on this background, the formulation of the problem in this study is: (a). What is the effect of person-organizational fit on police performance at the Kerinci Polres?, (b). How does organizational climate influence police performance at the Kerinci Polres?, (c). How does organizational citizenship behavior affect police performance at the Kerinci Polres?, (d). How does the influence of person-organizational fit, climate on and organizational citizenship behavior affect police performance at the Kerinci Police Station?

## RESEARCH METHOD

This type of research is descriptive and associative research. Based on the conditions, the study analyzed the influence of POF (X1), Organizational Climate (X2), and OCB (X3) on Performance (Y). The population in this study were all police officers at the Kerinci Regional Police, totaling 476 people. the sample in this study were 217 people who were police at the Kerinci Police. This research was conducted from January to February 2023. The variables in this study consisted of the independent variable and the dependent variable. The dependent variable was police performance. While the independent variables are POF, Organizational Climate and OCB. The type of data in this study is in the form of quantitative and qualitative data. Qualitative data in the form of interviews with the police and superiors. Meanwhile, quantitative data is data from the results of a questionnaire given to the research sample. The data sources in this study are primary and secondary data sources. Primary data is data that is directly obtained from the sample research instruments used in the study, namely POF Sheets, Organizational Climate Sheets, OCB Sheets and Interviews. The research instrument used a Likert scale of measurement and the data obtained from various instruments were analyzed qualitatively and quantitatively. Data analysis was used to see if there was any effect of POF, organizational climate, OCB on police performance. The analysis used in this research is inferential statistical analysis. The analysis carried out was validity analysis, instrument reliability, descriptive analysis, analysis of the prerequisite analysis, namely the normality test, multicollinearity and homogeneity test, then the hypothesis test was carried out by multiple linear regression tests.

## RESULTS AND DISCUSSIONS

### Characteristics of Research Respondents

**Table 1.** Characteristics of research respondents

| Profile        | Category              | Number of people | Percentage |
|----------------|-----------------------|------------------|------------|
| Gender         | Male                  | 175              | 81         |
|                | Female                | 42               | 19         |
| Age            | 25-30 years old       | 100              | 46         |
|                | 30-40 years old       | 80               | 37         |
|                | 40-50 years old       | 31               | 14         |
|                | 50-60 years old       | 6                | 3          |
|                | High School Education | 136              | 63         |
| Education      | D3                    | 29               | 13         |
|                | S1                    | 48               | 22         |
|                | S2                    | 4                | 2          |
| Working period | < 10 Years            | 100              | 46         |

|               |    |    |
|---------------|----|----|
| 11 - 20 Years | 80 | 37 |
| 21 - 30 Years | 31 | 14 |
| 31 - 40 Years | 6  | 3  |

Source : Data processed, 2023

**Description of Performance Variables**

**Table 2.** Frequency distribution of respondents regarding

| Question Item | Score (number of respondents y) |                 |              |           |                    | Total Score | N   | Average | TCR   | Inf  |
|---------------|---------------------------------|-----------------|--------------|-----------|--------------------|-------------|-----|---------|-------|------|
|               | Strongly disagree (1)           | Don't Agree (2) | Disagree (3) | Agree (4) | Strongly Agree (5) |             |     |         |       |      |
| K1            | 1                               | 1               | 16           | 78        | 121                | 968         | 217 | 4,46    | 89,22 | Good |
| K2            | 0                               | 11              | 26           | 82        | 98                 | 918         | 217 | 4,23    | 84,61 | Good |
| K3            | 2                               | 5               | 19           | 87        | 104                | 937         | 217 | 4,32    | 86,36 | Good |
| K4            | 2                               | 3               | 23           | 82        | 107                | 940         | 217 | 4,33    | 86,64 | Good |
| K5            | 0                               | 5               | 38           | 85        | 89                 | 909         | 217 | 4,19    | 83,78 | Good |
| K6            | 2                               | 5               | 29           | 87        | 94                 | 917         | 217 | 4,23    | 84,52 | Good |
| K7            | 4                               | 5               | 10           | 79        | 119                | 955         | 217 | 4,40    | 88,02 | Good |
| K8            | 0                               | 5               | 22           | 98        | 92                 | 928         | 217 | 4,28    | 85,53 | Good |
| K9            | 1                               | 7               | 26           | 89        | 94                 | 919         | 217 | 4,24    | 84,70 | Good |
| K10           | 1                               | 4               | 19           | 86        | 107                | 945         | 217 | 4,35    | 87,10 | Good |
| K11           | 0                               | 9               | 24           | 72        | 112                | 938         | 217 | 4,32    | 86,45 | Good |
| K12           | 0                               | 6               | 23           | 81        | 107                | 940         | 217 | 4,33    | 86,64 | Good |
| Average       | 1,08                            | 5,50            | 22,92        | 83,83     | 103,67             | 934,50      | 217 | 4,31    | 86,13 | Good |

Source : Data processed with SPSS, 2023

The average score for police performance variables as a whole is 4.31 with a respondent achievement level of 86.13% which is in the good category with a category score of 80% - 89.9%. This means that the police in Kerinci have a fairly high performance in carrying out their work properly.

**Description of the Person Organizational Fit (POF)**

**Table 3.** Distribusi frekuensi mengenai person organizational fit (POF)

| Question Item | Score (number of respondents y) |                 |              |           |                    | Total Score | N   | Average | TCR   | Inf  |
|---------------|---------------------------------|-----------------|--------------|-----------|--------------------|-------------|-----|---------|-------|------|
|               | Strongly disagree (1)           | Don't Agree (2) | Disagree (3) | Agree (4) | Strongly Agree (5) |             |     |         |       |      |
| POF1          | 0                               | 5               | 17           | 101       | 94                 | 935         | 217 | 4,31    | 86,18 | Good |
| POF2          | 1                               | 9               | 23           | 103       | 81                 | 905         | 217 | 4,17    | 83,41 | Good |
| POF3          | 0                               | 11              | 37           | 78        | 91                 | 900         | 217 | 4,15    | 82,95 | Good |
| POF4          | 1                               | 6               | 30           | 94        | 86                 | 909         | 217 | 4,19    | 83,78 | Good |
| POF5          | 1                               | 3               | 28           | 96        | 89                 | 920         | 217 | 4,24    | 84,79 | Good |
| POF6          | 1                               | 5               | 22           | 90        | 99                 | 932         | 217 | 4,29    | 85,90 | Good |
| POF7          | 0                               | 5               | 19           | 90        | 103                | 942         | 217 | 4,34    | 86,82 | Good |
| POF8          | 0                               | 8               | 23           | 97        | 89                 | 918         | 217 | 4,23    | 84,61 | Good |
| Average       | 0,50                            | 6,50            | 24,88        | 93,63     | 91,50              | 920,13      | 217 | 4,24    | 84,80 | Good |

Source : Data processed with SPSS, 2023

Based on the above it can be seen from the 8 statements of person organizational fit, the highest average value is 4.34 with a respondent achievement level of 86.82% which is located in statement 7 which is in the good category. This gives an indication that the police feel that their perceived personal organizational fit is in accordance with the police and agencies.

While the lowest average value lies in statement 3 of 4.15 with the respondent's achievement level of 82.95% being in the good category. This gives an indication that person organizational fit is

still in a good and safe category in the suitability of individual police officers and agencies. The average score for the personal organizational fit variable as a whole has a value of 4.24 with an achievement level of 84.80% in the very good category. This means that the person organizational fit of the police is very good with the Kerinci police agencies.

### Organizational Climate Variable Description

**Table 3.** Frequency distribution regarding organizational climate

| Question Item | Score (number of respondents X2) |                 |              |           |                    | Total Score | N   | Average | TCR   | Inf  |
|---------------|----------------------------------|-----------------|--------------|-----------|--------------------|-------------|-----|---------|-------|------|
|               | Strongly disagree (1)            | Don't Agree (2) | Disagree (3) | Agree (4) | Strongly Agree (5) |             |     |         |       |      |
| IO1           | 2                                | 4               | 16           | 89        | 106                | 944         | 217 | 4,35    | 87,00 | Good |
| IO2           | 1                                | 8               | 26           | 92        | 90                 | 913         | 217 | 4,21    | 84,15 | Good |
| IO3           | 0                                | 8               | 25           | 95        | 89                 | 916         | 217 | 4,22    | 84,42 | Good |
| IO4           | 1                                | 10              | 27           | 89        | 90                 | 908         | 217 | 4,18    | 83,69 | Good |
| IO5           | 1                                | 5               | 20           | 97        | 94                 | 929         | 217 | 4,28    | 85,62 | Good |
| IO6           | 0                                | 3               | 16           | 106       | 92                 | 938         | 217 | 4,32    | 86,45 | Good |
| IO7           | 0                                | 8               | 20           | 101       | 88                 | 920         | 217 | 4,24    | 84,79 | Good |
| IO8           | 2                                | 7               | 27           | 93        | 88                 | 909         | 217 | 4,19    | 83,78 | Good |
| Average       | 0,88                             | 6,63            | 22,13        | 95,25     | 92,13              | 922         | 217 | 4,25    | 84,99 | Good |

Source : Data processed with SPSS, 2023

Based on the above, it can be seen from the 8 organizational climate statements, the highest average value is 4.35 with a respondent achievement level of 87.00% which is located in statement 1 which is in the very good category. This gives an indication that the police feel that the organizational climate in their workplace is in accordance with what the police expect of the agency.

While the lowest average value lies in statement 4 of 4.18 with the respondent's achievement level of 83.69% being in the good category. This gives an indication that the perceived organizational climate in the workplace is in accordance with what the police expect of the agency, so that the police in their work show a fairly good category of doing their work. The average score for the organizational climate variable is 4.25 with the respondent's achievement level of 84.99% being in the good category. This means that the organizational climate felt by the police as a whole is quite good in working with the Kerinci police agencies.

### Organizational Citizenship Behavior Variable Description

**Table 4.** Frequency Distribution Regarding Organizational Citizenship Behavior (OCB)

| Question Item | Score (number of respondents X2) |                 |              |           |                    | Total Score | N   | Average | TCR   | Inf  |
|---------------|----------------------------------|-----------------|--------------|-----------|--------------------|-------------|-----|---------|-------|------|
|               | Strongly disagree (1)            | Don't Agree (2) | Disagree (3) | Agree (4) | Strongly Agree (5) |             |     |         |       |      |
| OCB1          | 1                                | 4               | 21           | 99        | 92                 | 928         | 217 | 4,28    | 85,53 | Good |
| OCB2          | 2                                | 10              | 28           | 90        | 87                 | 901         | 217 | 4,15    | 83,04 | Good |
| OCB3          | 2                                | 7               | 34           | 95        | 79                 | 893         | 217 | 4,12    | 82,30 | Good |
| OCB4          | 0                                | 7               | 20           | 94        | 96                 | 930         | 217 | 4,29    | 85,71 | Good |
| OCB5          | 2                                | 11              | 28           | 91        | 85                 | 897         | 217 | 4,13    | 82,67 | Good |
| OCB6          | 0                                | 16              | 44           | 81        | 76                 | 868         | 217 | 4,00    | 80,00 | Good |
| OCB7          | 1                                | 10              | 32           | 87        | 87                 | 900         | 217 | 4,15    | 82,95 | Good |
| OCB8          | 0                                | 6               | 32           | 89        | 90                 | 914         | 217 | 4,21    | 84,24 | Good |
| OCB9          | 1                                | 12              | 16           | 89        | 99                 | 924         | 217 | 4,26    | 85,16 | Good |
| OCB10         | 0                                | 11              | 29           | 83        | 94                 | 911         | 217 | 4,20    | 83,96 | Good |
| Average       | 0,90                             | 9,40            | 28,40        | 89,80     | 88,50              | 907         | 217 | 4,18    | 83,21 | Good |

Source : Data processed with SPSS, 2023

Based on the above it can be seen from the 10 statements of organizational citizenship behavior, the highest average value is 4.29 with a respondent achievement level of 85.71% which is located in statement 4 which is in the good category. This gives an indication that the police feel that the organizational citizenship behavior of the police towards their work is very good and the sense of mutual help among the police is very high.

While the lowest average value lies in statement 6 of 4.00 with the respondent's achievement level of 80.00% being in the good category. This gives an indication that the organizational citizenship behavior of the police towards their work and at work is of good value within the agency. The average score for the organizational citizenship behavior variable is 4.18 with the respondent's achievement level of 83.21% being in the good category. This means that the organizational citizenship behavior of the police at the Kerinci Polres is very good and the sense of mutual assistance between the police is very high so that the police are enthusiastic in working with one another.

**Hypothesis Test Results**

Multiple regression analysis was performed by comparing  $t_{count}$  with  $t_{table}$  and sig value with  $\alpha = 0.05$ . In detail, the results of multiple regression testing can be seen in Table 5.

**Table 5.** Multiple regression equations  
Coefficients<sup>a</sup>

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------------------|------------|---------------------------|-------|------|
|       | B                           | Std. Error |                           |       |      |
| 1     | (Constant)                  | 44.551     | 11.844                    |       |      |
|       | POF                         | 1.799      | .193                      | 1.021 | .000 |
|       | Organizational Climate      | .825       | .200                      | .461  | .001 |
|       | OCB                         | .420       | .186                      | .328  | .028 |

a. Dependent Variable: Y

Source: SPSS Output Results, 2023

Based on Table 5 above, the estimation model can be analyzed as follows:

$$Y = 44.551 + 1.799 (X_1) + 0.825 (X_2) + 0.420 (X_3) \tag{1}$$

(a). From the above equation it can be seen that there is a constant value of 44,551 which means that if the person organizational fit for work, organizational climate, organizational citizenship behavior is zero, then the value of the performance variable is 44,551. This means that the variable person organizational fit to work, organizational climate, organizational citizenship behavior contributes to increasing police performance at the Kerinci Polres, (b).The regression coefficient value of person organizational fit is positive 1,799. This means that if the person organizational fit of work increases by one unit, it will result in an increase in performance of 1,799 units, (c). The value of the organizational climate regression coefficient is positive, namely 0.825. This means that if the organizational climate increases by one unit, it will result in an increase in police performance by 0.825 units, (d).The value of the regression coefficient of organizational citizenship behavior is positive, namely 0.420. This means that if organizational citizenship behavior increases by one unit, it will result in an increase in police performance of 0.420 units.

**Regression Coefficient Test (t test)**

**Person organization fit has a partial positive and significant effect on police performance.**

Based on the results of the t-test analysis, it is known that the significance level of the personal organization fit variable is  $0.000 < \text{the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between person organization fit on police performance in Kerinci.

### **The organizational climate partially has a positive and significant effect on police performance.**

Based on the results of the t-test analysis, it is known that the significance level of the organization's climate variable is  $0.001 < \text{the significance value } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between the organizational climate on police performance at the Kerinci Police Station.

### **Organizational Citizenship behavior partially has a positive and significant effect on performance.**

Based on the results of the t-test analysis, it is known that the level of significance of organizational citizenship behavior is  $0.028 < \text{the significance value of dai } (0.05)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the behavior of members of the organization on the performance of the police in Kerinci.

### **Person Organizational Fit, Organizational Climate, And Organizational Citizenship Behavior Together Have A Positive And Significant Effect On Police Performance.**

Based on the results of the analysis of the F test, it is known that the level of significance of the variable person organizational fit, organizational climate, and organizational citizenship behavior is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between person organizational fit, organizational climate, and organizational citizenship behavior on police performance at the Kerinci Polres.

As can be seen in the table below:

**Table 6.** F test results  
ANOVA<sup>b</sup>

| Model | Sum of Squares | Df       | Mean Square | F       | Sig.   |                   |
|-------|----------------|----------|-------------|---------|--------|-------------------|
| 1     | Regression     | 1614.988 | 3           | 538.329 | 84.174 | .000 <sup>a</sup> |
|       | Residual       | 262.212  | 213         | 6.395   |        |                   |
|       | Total          | 1877.200 | 216         |         |        |                   |

a. Predictors: (Constant), X3, X2, X1  
b. Dependent Variable: Y

Source: SPSS Output Results, 2023

### **The Effect of Person Organizational Fit on Police Performance at the Kerinci Police Station**

From the results of this study, it appears that the variable person organizational fit at work has a coefficient of 1,799, which means that person organizational fit has a greater influence. This indicates that person organizational fit can play a role in improving police performance. If the Kerinci police station wants to improve police performance, it must increase the person organizational fit of the police.

This is in line with the opinion of Kristof (1996) which states that Person Organizational Fit is a match between organizational values and individual values. Person organizational fit is said to have an effect on police performance because when the person organizational fit given by the police is high, it is able to make the police excited so that they are able to influence their attitude at work and accept any job and carry it out (Fadli, 2018). The results of this study are in line with Yulina's research (2015) which shows that person organizational fit has a positive and significant effect on police performance. Abila (2014) research results also show that person organizational fit has a significant effect on police performance.

### **The Effect of Organizational Climate on Police Performance at the Kerinci Police Station**

From the results of this study, it appears that the work organizational climate variable has a coefficient of 0.825, which means that the work organizational climate has a large influence. This indicates that a small organizational climate can play a role in improving police performance. If the Kerinci Polres wants to improve police performance, it must improve the organizational climate of the police agencies.

This is in line with the opinion of Davis and Newstone (2001) who define organizational climate as a concept that describes the internal atmosphere of the organizational environment that is felt by its members during their activities in order to achieve organizational goals. Organizational climate is said to affect police performance because when the police organizational climate is low, the police can carry out their duties in a professional, effective, and efficient manner. The results of this study are in line with Abayomi's research (2005) which shows that organizational climate influences police performance. Kubenran (2013) research results also show that organizational climate has a significant effect on police performance.

### **The Influence of Organizational Citizenship Behavior on Police Performance at the Kerinci Police Station**

From the results of this study, it appears that the organizational citizenship behavior variable has a coefficient of 0.420, which means that organizational citizenship behavior has a large influence. This indicates that organizational citizenship behavior can play a role in improving police performance. If the Kerinci Polres want to improve police performance, then it must improve and create good police organizational citizenship behavior in better institutions. The results of this study are in line with Saleh's research (2015) which shows that there is a significant positive influence between organizational citizenship behavior on police performance.

### **The Influence of Person Organizational Fit, Organizational Climate, Organizational Citizenship Behavior on Police Performance at the Kerinci Police Station.**

The results of this study indicate that person organizational fit, organizational climate, organizational citizenship behavior together have a significant influence on police performance at the Kerinci Polres. This indicates that person organizational fit for work, organizational climate, organizational citizenship behavior determine police performance at the Kerinci Polres. This means that person organizational fit for work, organizational climate, organizational citizenship behavior, will increase police performance.

This is in line with research by Yulina (2015), Abila (2014), Abayomi (2005), which shows that the results show support for a positive and significant influence between organizational climate, person organizational fit, organizational citizenship behavior on police performance.

## **CONCLUSION**

Based on the research, it can be concluded that: 1). Person organizational fit has a positive influence on police performance at the Kerinci police station. This means that police performance will increase if the person organizational fit is high, the police are able to provide encouragement to the police to be able to help colleagues beyond their obligations. 2). Organizational climate has a positive influence on police performance at the Kerinci police station. This means that police performance will increase if a good work organizational climate is able to motivate the police to work. The better the organizational climate of a police officer in an agency, the better his performance in carrying out his work in the agency. 3). Organizational citizenship behavior has a positive influence on police performance at the Kerinci police station. This means that the performance of the police will increase if the organizational citizenship behavior of the police is high towards the institution where the police

are good and high, thus making the police enthusiastic and able to do their job well. And good organizational citizenship behavior will encourage high performance. 4). Person organizational fit work, organizational climate, organizational citizenship behavior together have a positive effect on police performance at the Kerinci police station. With the ANOVA F test, namely 0.000, which means that police performance is influenced by the independent variables of person organizational fit, organizational climate and organizational citizenship behavior. Based on the findings and conclusions of the study, for that the author put forward the following suggestions: 1). The staff of the Sungai Full City Library and Archives Office increases OCB, this is very necessary to improve employee performance. 2). Sungai Full City Library and Archives Office can develop an organizational culture that supports OCB. An organizational culture that supports OCB can help increase employee motivation and confidence to do OCB. This can improve overall performance. 3). The Sungai Full City Library and Archives Office is expected to increase social support. OCB often involves voluntary behavior that helps coworkers or the organization as a whole. Social support from colleagues and superiors can motivate employees to do OCB which in turn can improve organizational performance. 4). Employees of the Sungai Full City Library and Archives Office have the initiative to complete tasks without the help of others, so it is expected to improve employee performance. 5). It is better for the Library and Archives Office to maintain a safe and comfortable work environment. A safe and comfortable work environment can help improve employee well-being, reduce stress, and increase productivity. This can create optimal conditions to improve organizational performance. 6). The leadership of the Sungai Full City Library and Archives Office can pay attention to important factors that can improve employee performance so that they can achieve the vision and mission of the organization. Because this study is full of limitations, further researchers are expected to develop this research by reviewing and looking for other variables that affect employee performance.

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