

The Impact of South Jakarta Metro Police HR Management Practices and the Perception of Organizational Support for Organizational Commitment

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Abstract

This research aimed to investigate the influence of human resource management practices on organizational commitment, with perceived organizational support serving as a moderating variable, at the South Jakarta Metro Police. This study applied a quantitative research method using a questionnaire as a data collection material which was analyzed with the help of SPSS version 22 software. The sample in this study was 93 respondents. This study is a rather basic attempt to investigate the relationship between employees' perceptions of HRM practices, organizational support, and their attitudes (in the form of organizational commitment). According to the results of the current study, employees' perceptions on how seriously their organization takes HRM procedures can be used as a reliable indicator of their commitment to the organization. Although it is expected that this practice has an indirect effect on commitment via perceived organizational support, only two of the three practices (in the forms of career development and performance appraisal) were found to be significant. As such, more research utilizing various HRM Practices is required, as the current findings are not fully promising.

Keywords

HR management practices; perceived organizational support; organizational commitment



I. Introduction

All of Polri's human resources must always be able to adapt swiftly in order to fulfill the organization's needs, and embracing changes in social and economic conditions also necessitates a Perception of Organizational Support in each of its human resources in order to adapt these changes. The need to increase the Perception of Organizational Support of the Police is very important to overcome the phenomena that exist in the field, as reported by the CNN Indonesia media (CNN Indonesia, 2021), which states that there are a number of hundreds, or more precisely, 113 Polri human resources who are entangled in drug cases from year to year. The Need for Perception of Police Organizational Support is also very much needed considering the incident of the exposure of a policewoman from radical schools in Indonesia, namely Bripda Nesti Ode Sami who was exposed to radicals from the Jamaah Ansharut Daulah (JAD) group in Bekasi in 2019 (BBC Indonesia, 2019). The problem of the low commitment of Polri's human resources which requires improvement as soon as possible can also be observed in the phenomenon of betrayal by Polri HR personnel, who prefer to be

willing to sell firearms and ammunition to friends who are members of the Papuan KKB group in 2020 (Lubabah, 2021).

At the South Jakarta Metro Police there are several examples of cases related to the need to increase the Perception of Police Organizational Support, for example: the case that occurred within the jurisdiction of the South Jakarta Metro Police on behalf of BRIGADIR ARI SUTEJA where the person concerned committed an offense using methamphetamine-type narcotics obtained from the dealer who had previously been arrested by the person concerned and there were members of the Mampang Police, South Jakarta Metro Police who violated the rules due to desertion or did not enter service for several months because they were transferred to staff from Criminal Investigation function by superiors, with this transfer it made him uncomfortable to work because it was not in accordance with his heart, and finally he decided not to come to work for several months.

The various problems above are a reflection of the impact of the weak commitment of Polri human resources in various parts of Indonesia. The problem of weak Perception of Organizational Support is also being felt almost equally in the South Jakarta Metro Police, which can be identified from the existence of several problems that have not been optimally managed by members in realizing public security and order (also known as *Kamtibmas*), and the creation of a sense of community security, the lack of realization of excellent service quality by the Human Resources of the South Jakarta Metro Police, the not optimal performance of the Police Human Resources in maximizing empowerment of local communities for the maintenance of *Kamtibmas*, the implementation of cooperation between the human resources of the South Jakarta Metro Police and various agencies in various levels of society in realizing police synergy in the region, and there is still an increase in operational costs at the Police, which currently causes a shortage of operational budget of Rp. 32.909.269.924,00 for the operational performance of all functions in the Police (South Jakarta Metro Police, 2020).

The various findings of the problems above, of course, require the right solution for the Polri organization, in particular demanding strengthening the HR commitment of the South Jakarta Metro Police, considering that the low commitment of HR is able to make the Polri organization incapable of overcoming various existing challenges, as is the case with the findings in cases above, so that this results in the ineffectiveness of Polri's organizational performance, a decrease in the quality of Polri's HR performance, to a decrease in the Polri's organizational image in the eyes of the public, as well as the difficulty of maintaining the best human resources to remain in the Polri organization which in turn all of these issues can become new challenges for the National Police organization (Irma Suryani, 2018). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Based on some of the issues above, it is necessary to identify what factors help the National Police's human resources to increase their commitment.

According to Walerak Sittisom (2020), one of the factors influencing the Perception of Organizational Support is the existing HR management practices in the organization. He identified HR management practices in the form of recruitment methods, HR training and development, implementation of performance appraisals, and application of a reward and punishment system (Al-Hawary & Alajmi, 2017), he also explained that HR management practices are also able to influence organizational commitment, in which HR management practices are implemented through HR planning actions, HR recruitment, awarding and compensation, training and development, and performance appraisal. In line with

explanation, Bisharat et al. (2017), also highlight that HR management practices are able to have an impact on strengthening organizational commitment, in which HR management practices are carried out through methods of recruitment, training and development, reward systems, and employee performance appraisal. Likewise, Cherif (2020), in his research also found evidence that HR management practices can be used to predict their effect on organizational commitment.

Based on some of the research findings, it can be seen that in HR management practices and perceptions of organizational support, this will be able to have an influence on the Perception of Support for the HR Organization of the National Police, which in turn the existence of this commitment can be used to overcome various problems that exist in the South Jakarta Metro Police.

Based on the explanation of the background of the problems above, the general aim of this research is to answer the existing problems, namely: to evaluate the effect of HR management practices of the South Jakarta Metro Police on Perceptions of Organizational Support which is mediated by perceptions of organizational support.

II Review of Literature

2.1 HR Management Theory

Al-Hawary & Alajmi (2017) describes HR management as a group of sub-processes that include the planning of these resources and preparation for recruitment, selection and incentive systems and work safety systems and evaluation of the performance of staff in ways in which they can contribute to the achievement of organizational goals. Human resource management, as defined by Al-Hawary & Alajmi (2017), is the process through which a company attracts, motivates, develops, rewards, and retains its finest people in order to fulfill organization goals. HR management includes all administrative decisions and practices that directly affect individual human beings in the organization. The management also performs a function as an organizational practice aimed at recruiting, training, and motivating staff, which functions as a means used by the organization to determine future HR needs and achieve organizational goals.

HR management practice is stated as the collective work of individuals in an organization to ensure proper management systems to gain organizational results and competitive advantage (Kotler & Armstrong, 2014). Decisions and practices made by human resource managers, such as providing constructive feedback to employees during performance reviews, providing adequate training, and basing pay on workers' actual contributions to the company, tend to minimize the influence of the organization's actions on employees' judgment and improve their sense of justice. HR management practices encourage the application of formal company rules and procedures to make decisions based solely on merit. Therefore, objectivity is required in the analysis of various types of HR management practices.

2.2 Organizational Commitment

Employees are less likely to leave their jobs voluntarily if they feel emotionally invested in the company, refers to a phenomenon known as “perceived organizational support (POS)” (Desa et al., 2021). They claim that POS is made up of three components: affective commitment, normative commitment, and continuance commitment.

2.3 Perceptions of Organizational Support

An employee's sense of organizational support is measured by how much they think their employer values their work and worries about them as employees (Muchlish, 2020).

Positive relationships and impressions of the company may emerge when employees felt they have the backing of the organization. Employees will feel like they belong in the company and be more invested in giving their best work for the company if their organizational membership is tied to their personal identity.

2.4 Theory and Concept Operationalization Conceptual Model

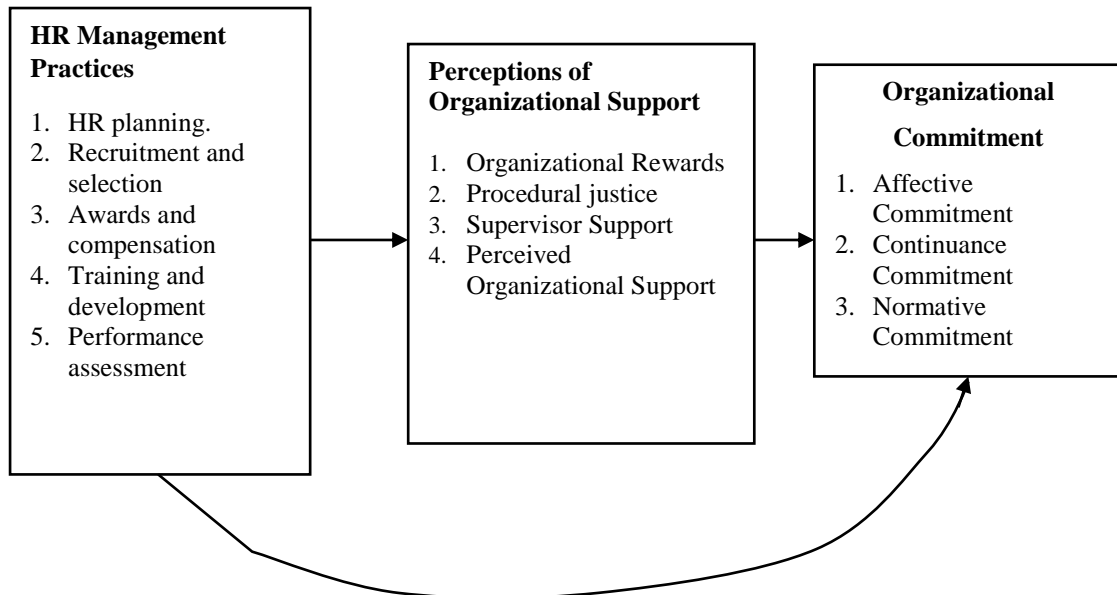


Figure 1. Concept and Theory Linkage Model

2.5 Research Hypothesis

Several hypothetical models that can be proposed from the research objectives include:

- H1: There is an influence of the HR management practices of the South Jakarta Metro Police on the perception of organizational support.
- H2: There is an influence of the HR management practices of the South Jakarta Metro Police on organizational commitment.
- H3: There is an influence on the perceived organizational support of the South Jakarta Metro Police on the organization's commitment.
- H4: There is a mediation ability for the perception of organizational support between HR management practices and organizational commitments.

III. Research Method

This research uses a quantitative approach in accordance with the nature of the problems of this research that uses research answers in a general way (Sugiyono, 2017). The dimensions in this study related to HR management practices, organizational commitment, and perceptions of organizational support were built from multiple linear regression analysis models and Sobel analysis to explain the relationship and influence of these variables. To better understand the connection between HR management practices and organizational commitment, this method of quantitative analysis was utilized to calculate the impact of these two factors and the capacity to mediate the variable mediating perceptions of organizational support.

The target population in this study were all members of the South Jakarta Metro Police, totaling 93 members. While the sampling technique used to take samples from this population applies the study sample method or saturated sample. Based on the sampling method, all

samples in this study were 93 members. The data collection technique used in this study was a questionnaire

Table 1. Operationalization of Research Variables

Variable	Dimensions	Statement	Measuring instrument
HR Management Practice (X)	1. HR planning.	1,2,3	Likert scale 1-5
	2. Recruitment and selection	4,5,6	
	3. Awards and compensation	7,8,9	
	4. Training and development	10,11,12	
	5. Performance assessment	13,14,15	
Organizational Commitment (Y)	1. Affective Commitment	1,2,3	
	2. Continuance Commitment	4,5,6	
	3. Normative Commitment	7,8,9	
Perceived Organizational Support (M)	1. Organizational Rewards	1,2,3	
	2. Procedural justice	4,5,6	
	3. Supervisor Support	7,8,9	
	4. Perceived Organizational Support	10,11,12	

IV. Results and Discussion

4.1 Results

a. Validity Test

Validity test is used to measure whether a questionnaire is valid or not. The questionnaire is said to be valid if r statistic $>$ r table (Ghozali, 2019). This study uses the value of r table which is sought at a significance of 0,05 with a 2-sided test and the amount of data (n) = 69, df = ($n-2$) so that an r table is 0,236. Following are the results of validity testing in research:

Table 2. Validity Test Results

Variable	Statement	r statistic	r table	Information
HR Management Practice (X)	HRMP1	0,767	0,236	Valid
	HRMP2	0,737	0,236	Valid
	HRMP3	0,653	0,236	Valid
	HRMP4	0,799	0,236	Valid
	HRMP5	0,894	0,236	Valid
Perceptions of Organizational Support (M)	POS1	0,616	0,236	Valid
	POS2	0,709	0,236	Valid
	POS3	0,744	0,236	Valid
	POS4	0,838	0,236	Valid
Organizational Commitment (Y)	OC1	0,661	0,236	Valid
	OC2	0,813	0,236	Valid
	OC3	0,723	0,236	Valid

Source: Processed Primary Data, 2022.

As can be seen in the table above, all statement instruments for the HR Management Practices variable, Perceived Organizational Support, and Organizational Commitment passed the validity test and can be utilized in future studies because their r statistics $>$ r table.

b. Reliability Test

The reliability test was used to measure the accuracy of the questionnaire statements. A questionnaire can be said to be reliable or trustworthy if one's answers to statements are consistent or stable from time to time (Ghozali, 2019). This reliability test can be said to be reliable if the Cronbach alpha value is $> 0,7$.

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Standard Reliable	Information
HR Management Practice	0,873	0,70	Reliable
Perceptions of Organizational Support	0,842	0,70	Reliable
Organizational Commitment	0,802	0,70	Reliable

Source: Processed Primary Data, 2022.

From the table above it can be seen that the reliability test showed that each variable in this study produced a Cronbach alpha value $> 0,7$. Hence, all statements in this research questionnaire are reliable.

c. Classic Assumption Test

1. Normality test

In this study the normality test used the P-Plot test and the Kolmogorov Smirnov test. From the results of the normality test it can be seen that Asymp. Sig. (2-tailed) of 0,081. This shows that the value of Asymp. Sig. (2-tailed) p-value $> 0,05$. As such, research data for regression I is normally distributed. The results of the second regression normality test show that Asymp. Sig. (2-tailed) of 0,200. This shows that the value of Asymp. Sig. (2-tailed) p-value $> 0,05$. Likewise, the research data for regression II is also normally distributed.

2. Heteroscedasticity Test

The results of the heteroscedasticity test of equation I show that the sig result on the HR Management Practice variable (X) of 0.211 indicates a value of more than 0,05 (sig $>0,05$). Therefore, in equation I there is no heteroscedasticity. Meanwhile the results of the second equation test show that the results of sig. on the HR Management Practice variable (X) of 0,820 and the sig value on the Perception of Organizational Support (Z) variable of 0,141 indicates a value of more than 0.05 (sig $> 0,05$). As with equation I, there is no heteroscedasticity in equation II.

3. Multicollinearity Test

The results of the multicollinearity test of equation I show that the tolerance value for the HR Management Practice variable (X) is 1,000 and the VIF value is 1,000. These results indicate that the tolerance value is $> 0,1$ and the VIF value is < 10 , so that the regression equation I model used does not occur multicollinearity or no correlation is found between variables. The multicollinearity equation II test shows that the tolerance value for the HR Management Practice variable (X) is 0,372 and the VIF value is 2,689 while the tolerance value for the Perception of Organizational Support variable (Z) is 0,372 and the VIF value is 2,689. These results indicate that the tolerance value is $> 0,1$ and the VIF value is < 10 , thus the second regression equation model used does not occur multicollinearity or no correlation is found between variables.

4. Model Accuracy Test

The results of the test for the coefficient of determination in equation I show that the results of the test for the coefficient of determination in the summary model of equation I state that Adjusted R Square is 0,623 or 62,3% and the remaining 37,7% is influenced by variables beyond the research model, which means that the HR Management Practice variable (X) has an influence of 62,3% on Perceived Organizational Support (Z). While the results of the coefficient of determination test of equation II show that the results of the test of the coefficient of determination in the summary model of equation II states that Adjusted R Square is 0,542 or 54,2% and the remaining 45,8% is influenced by variables outside the research model, which means that the variables HR Management Practice (X) and Perceived Organizational Support (Z) have an influence of 54,2% on Organizational Commitment(Y).

d. Linear Regression Analysis

In this study using two regression equations. The first model shows the results of the effect of X on Z and the second regression model shows the effect of X and Z on Y.

Table 5. Results of Linear Regression Analysis of Equation I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Betas		
1 (Constant)	6,465	1,966	,793	3,289	,002
TOTAL_HRMP	,767	.072		10,637	,000

a. Dependent Variable: TOTAL_ POS

Source: Processed Primary Data, 2020.

Based on the table above, the first equation is obtained:

$$Z = 6,465 + 0,767X$$

Information:

Z : Perceptions of Organizational Support

X : HR Management Practice

Based on the test results in table 5, it shows that the HR Management Practice coefficient is positive, which is equal to 0,767. So that it shows a positive influence on the results if the HR Management Practices variable increases by 1 unit, the Perception of Organizational Support variable will also increase by 0,767.

Table 6. Results of Linear Regression Analysis of Equation II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Betas		
1 (Constant)	7,197	2,204		3,265	,002
TOTAL_HRMP	,334	,123	,366	2,718	,008
TOTAL_POS	,398	,127	,421	3,130	,003

a. Dependent Variable: TOTAL_OC

Source: Processed Primary Data, 2020

Based on the table above, the second equation is obtained:

$$Y = 7,197 + 0,334X + 0,398Z$$

Information:

- Y : Organizational Commitment
- X : HR Management Practice
- Z : Perceptions of Organizational Support

Table 6 shows the t statistic of the HR Management Practice variable (X) of 10,637 with a significance of 0,000. From this value it is known that the calculated t value is greater than the t table value of 1,99656, while the significance value of 0,000 is smaller than the value of α which is 0,05. Thus, hypothesis 1 (H1) is accepted. From these results it can be concluded that HR Management Practices (X) have a positive effect on Perceived Organizational Support (Z). In other words, the better the HR Management Practices, the better the Perception of Organizational Support for employees.

The t statistic of the HR Management Practice variable (X) is 2,718 with a significance of 0,008. From this value it is known that the t statistic value is greater than the t table value of 1,99714, while the significance value of 0,008 is smaller than the value of α which is 0,05. Thus, hypothesis 2 (H2) is accepted. These results can be concluded that HR Management Practices (X) has a positive effect on Organizational Commitment (Y). Hence, the better the HR Management Practices, the better the Organizational Commitment to employees.

The t statistic of the variable Perception of Organizational Support (Z) is 3,130 with a significance of 0,003. From this value it is known that the calculated t value is greater than the t table value of 1,99714, while the significance value of 0,003 is smaller than the value of α which is 0,05. Thus, hypothesis 3 (H3) is accepted. In conclusion, Perceived Organizational Support (Z) has a positive effect on Organizational Commitment (Y). This means that the better the employee's Perception of Organizational Support, the better the Organizational Commitment of the employee.

e. Sobel Test

The basis for making decisions on the Sobel test is done by comparing the t value with t table. If t statistic > t table, it can be concluded that there is a mediating effect. In this study there is mediation that will be tested as follows:

It is known that: b = 0,398 ; sa =0,072 ; a =0,767 ; sb = 0,127

$$Sab = \sqrt{b^2sa^2 + a^2sa^2 + b^2sa^2}$$

$$Sab = \sqrt{0,398^20,072^2 + 0,767^20,127^2 + 0,072^20,127^2}$$

$$Sab = \sqrt{0,0008211663 + 0,0094885133 + 8,3612736e - 5}$$

$$Sab = \sqrt{0,0103932923}$$

$$Sab = 0,101947498$$

$$t = \frac{ab}{sab}$$

$$t = \frac{0,305266}{0,101947498}$$

$$t = 2,99434519$$

Based on the results of the Sobel test on the mediation above, it shows a t-value of 2,99434519. Meanwhile, it is known that the t table value of alpha was 1,99714, so it can be concluded that t statistic > t table. Thus hypothesis 4 (H4) is accepted. From these results it can be concluded that the variable Perceived Organizational Support (Z) is able to mediate the influence between the HR Management Practice variable (X) on the Organizational Commitment variable (Y).

4.2 Discussion

a. Effect of HR Management Practices on Perceptions of Organizational Support

Based on the results of the t test in equation I, it shows that the t value of the HR Management Practice variable (X) is 10,637 with a significance of 0,000. From this value it is known that the calculated t value is greater than the t table value of 1,99656, while the significance value of 0,000 is smaller than the value of α which is 0,05.

Based on these results, it means that the HR Management Practice indicator influences the Perception of Employee Organizational Support at the South Jakarta Metro Police. Accordingly, hypothesis 1 (H1) is accepted. From these results it can be concluded that HR Management Practices (X) have a positive effect on Perceived Organizational Support (Z). This is in line with the research by Afsar et al (2016) which shows the results of the study that the HR Management Practices variable has a positive influence on Perceived Organizational Support. This means that the better the HR Management Practices, the better the Perception of Organizational Support for employees.

Perceived organizational support refers to employees' global beliefs about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Further, Eisenberger et al. (1986) suggested that the perception of organizational support will be influenced by various aspects of treatment by the organization and its managers, including praise and approval, salary, rank, job enrichment and organizational policies. Since supportive HRM practices represent discretionary treatment by the organization that may benefit employees, they will serve as an indicator that the organization cares about the well-being of its employees and can therefore be relied upon for subsequent rewards. This positive assessment will increase the employee's assessment of organizational support. In addition, according to Sheridan et al. (1990), human resource decisions that serve as a signal about the potential of employees will increase the accumulation of awards and recognition over time. If these rewarding work experiences reflect voluntary and positive appraisal of employee contributions, perceptions of organizational support will be strengthened (Rhoades & Eisenberger, 2002). Previous studies have found a relationship between selected HR Management practices and Perceptions of organizational support (Meyer & Smith, 2000).

b. Effect of HR Management Practices on Organizational Commitment

Based on the results of the t test in equation II, it shows that the t value of the HR Management Practice variable (X) is 2.718 with a significance of 0,008. From this value it is known that the calculated t value is greater than the t table value of 1,99714, while the significance value of 0,008 is smaller than the value of α which is 0,05.

Based on these results, it means that indicators of HR Management Practices such as the ability to feel meaning, a sense of togetherness and alignment with organizational values

affect the Organizational Commitment of employees at the South Jakarta Metro Police. This means that employees have values that are aligned with the vision and mission at the Jakarta Metro Police. South. Alignment of personal values with organizational values in realizing the vision and mission of the organization can increase pro-environmental behavior of employees. Thus, hypothesis 2 (H2) is accepted. These results can be concluded that HR Management Practices (X) has a positive effect on Organizational Commitment (Y).

Previous research shows that employees interpret organizational actions like HR practices (Nasurdin et al., 2008) as an indication of personified organizational commitment to them. As a result of these signals, workers will respond positively by showing even more loyalty to the company. To be more specific, employees are more likely to be extraordinarily kind to their employers when they feel that their human resources policies are supportive, since they will assume that their firm is committed to them with high levels of care and attention. a part of the group and demonstrate a commitment to working hard to attain its aims (high affective commitment). In accordance with the findings of other researchers (Agarwala, 2003), the manner in which employees interpret and comprehend their employer's HR policies will impact their psychological contract with their employer and, ultimately, their commitment to that employer.

c. Effect of Perceived Organizational Support on Organizational Commitment

Based on the results of the t test in equation II, it shows that the t value of the variable Perception of Organizational Support (Z) is 3,130 with a significance of 0,003. From this value it is known that the calculated t value is greater than the t table value of 1,99714, while the significance value of 0,003 is smaller than the value of α which is 0,05.

Based on these results, it means that the indicators of Perceived Organizational Support such as achievement, recognition, work itself, responsibility, and self-potential development affect the Organizational Commitment of employees at the South Jakarta Metro Police. Thus, hypothesis 3 (H3) is accepted. From these results it can be concluded that Perceived Organizational Support (Z) has a positive effect on Organizational Commitment (Y). This is in line with (Eisenberger et al., 1990) suggested that workers' perceptions of how an organization perceives itself may be important in determining its favorable attitude to the organization.

Perceived organizational support is indicative of an organization's "commitment" to its employees (Johlke et al., 2002). Eisenberger et al. (1990) agree with other findings that pride in membership in an organization is more likely when employees believe they are respected and cared for by the company. This makes them more susceptible to internalizing the organization's ideals and conventions, as well as more prone to internalize the organization's perceived benefits or drawbacks. As a result, the sense of self that each employee has will become an integral part of the company. Thus, workers who have a high level of Perceived organizational support are more likely to put in extra effort on the company's behalf (as reflected in OC). The degree to which an employee's social and emotional needs are met by their status in the organization is reflected in their perception of the organization's support for them, which in turn creates not only obligations toward the organization but also a sense of oneness with the organization, which entails becoming an integral part of the organization (Rhoades & Eisenberger, 2001). Affective attachment (how much an employee cares about staying with the company) will rise as a result.

d. Effect of HR Management Practices on Organizational Commitment with Perceptions of Organizational Support as a Mediating Variable

Based on the results of the Sobel test, the calculated t value is 2,99434519. While it is known that the t table value of alpha 0,05 is 1,99714, so it can be concluded that t statistic > t

table. The results of these calculations indicate that there is an influence of HR Management Practices on Organizational Commitment which is mediated by intrinsic motivation, which means that employees at Polres Metro Jakarta Selatan who have good workplace spirituality will have Organizational Commitment based on Perceptions of Organizational Support from within the employees. Thus hypothesis 4 (H4) is accepted. From these results it can be concluded that the variable Perceived Organizational Support (Z) is able to mediate the influence between the HR Management Practice variable (X) on the Organizational Commitment variable (Y).

According to what has been discussed so far, the link between HR management practices and organizational commitment is moderated by employees' perceptions of their company's commitment to them. This is due to the fact that the HR Management Practices, which are a reflection of the organization's voluntary treatment of its people, will be relied upon for additional awards if they are regarded favorable. Morrison (1996) believes that through their Human Resource Management methods, companies may show their staff that they view them as an investment rather than a cost. The worker's opinion of the company's backing will be enhanced by this reference. Human resource choices that result in positive organizational experiences also act as signals of an employee's potential and standing in the workplace, according to the signaling theory proposed by Sheridan et al. (1990). This statement is consistent with the notion held by Shore & Shore (1995) that some HR activities (such training and development) will serve as a signal about an employee's potential and imply investment in that individual. Employees will feel more supported by the company since they will view their development experience as a positive evaluation sign of their contribution (Rhoades et al., 2001). As a result, the employee develops a stronger sense of loyalty to the company.

In a similar vein, when employees receive performance reviews and opportunities to advance their careers that are both fair and objective, they are more likely to take it as signs of continued confidence in their work from management. According to this idea, people are more likely to actively seek out and pay attention to data that directly affects their ability to achieve their goals (Ashford & Cummings, 1983). In this way, having access to constructive criticism and future career progression chances encourages workers to do their best now and in the future. The participation in these events will undoubtedly boost employees' feelings of having organizational backing. There is empirical evidence linking HRM practices to organizational commitment via a mediating role of perceived organizational support (Meyer & Smith, 2000; Wayne et al., 1997).

V. Conclusion

Tests and analyses of data from a study on how HR management practices at the South Jakarta Metro Police affected employee commitment via the moderating effect of perceived organizational support resulted in the following conclusions:

1. The first hypothesis is accepted, namely the HR management practice variable has a positive effect on perceptions of organizational support.
2. The second hypothesis is accepted, namely the HR management practice variable has a positive effect on organizational commitment.
3. The third hypothesis is accepted, namely the variable perceived organizational support has a positive effect on organizational commitment.
4. The fourth hypothesis is accepted, HR management practices have a positive effect on organizational commitment with the perception of organizational support as a mediating variable.

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