

Good governance practices, organizational citizenship behavior, and performance in Indonesian National Police: A mediating-moderating model

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Abstract

Purpose: This study aims to examine how internal human behavioral factors, specifically competence, integrity, and job placement, shape public organizational performance through the mediating role of good governance practices, while also assessing the moderating effect of Organizational Citizenship Behavior (OCB). The analysis is situated within the law enforcement context, where discretion, ethical risk, and governance challenges are particularly salient.

Design/methodology/approach: The study adopts a quantitative research design using Structural Equation Modeling (SEM) with a mediating–moderating framework. Primary data were collected in 2024 through structured questionnaires administered to 396 personnel of the Aceh Regional Police of the Indonesian National Police, drawn proportionally from a population of 35,315 officers.

Findings: The findings reveal that competence and integrity exert significant direct effects on both good governance practices and organizational performance, whereas job placement significantly influences governance but does not have a direct effect on performance. All three variables, namely competence, integrity, and job placement, indirectly enhance organizational performance through good governance, confirming governance as a central institutional mechanism. In addition, OCB significantly strengthens the relationship between good governance practices and organizational performance, indicating that governance effectiveness is contingent upon discretionary and cooperative behavior among personnel.

Research limitations/implications: This study is limited to a single regional police institution, which may constrain the generalizability of the findings. Future research could employ longitudinal or comparative designs across different public-sector organizations or policing units and incorporate additional behavioral or institutional variables to further validate the proposed framework.

Practical implications: The results suggest that police organizations should prioritize competence development, integrity reinforcement, and merit-based job placement within robust governance frameworks. Encouraging OCB through supportive leadership and collaborative work environments can further amplify the performance benefits of governance reforms, particularly in public-sector institutions.

Social implications: By highlighting the interaction between behavioral attributes and governance mechanisms, this study contributes to strengthening accountability, transparency, and public trust in law enforcement institutions. Strengthening these governance practices is essential not only for improving

service quality but also for enabling police organizations to better serve the public interest. Effective internal governance therefore supports the broader mandate of police institutions in maintaining public trust and safeguarding Indonesia's internal security architecture.

Originality/value: This study provides new empirical evidence on the behavioral drivers of good governance and organizational performance within the context of the Indonesian National Police. By examining good governance as a mediating mechanism and organizational citizenship behavior (OCB) as a moderating condition, the study offers a context-specific contribution to the governance and organizational behavior literature in Indonesia's public sector institutions, particularly within law enforcement organizations.

Keywords: Governance, Competence, Integrity, Job placement, Citizenship, Mediation, Moderation, Police

Jel Codes: D73; H83; M12

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1. Introduction

Organizational performance is widely recognized as a central indicator of how effectively public institutions fulfill their mandates and generate value for society (George et al., 2019; Dogan, 2017). Unlike private sector organizations that primarily assess efficiency through financial outcomes, public institutions are evaluated based on broader criteria, including accountability, transparency, fairness, and service quality. These expectations are rooted in the principle of subsidiarity, which assigns public agencies responsibilities that cannot be efficiently delivered by markets or communities. As a result, evaluating public organizational performance requires attention to procedural integrity, equitable service delivery, and responsiveness to societal needs (Boyne & Dahya, 2002; Krause & Van Thiel, 2019; Funck & Karlsson, 2020). Within this framework, police performance is conceptualized as organizational performance, reflecting the capacity of law enforcement institutions to deliver services, uphold accountability, and sustain public trust.

Within this broader public sector context, improving the performance of law enforcement institutions has become a key priority in many countries, including Indonesia. Police organizations are expected to meet increasingly demanding standards related to public safety, professionalism, ethical conduct, and service delivery. However, global evidence continues to highlight persistent governance challenges in policing systems. Reports from the United Nations Office on Drugs and Crime (UNODC, 2021) and INTERPOL (2022) identify weaknesses in oversight mechanisms, inconsistencies in service provision, and disparities in competence and ethical standards among officers. Similarly, prior studies indicate that policing performance is often constrained by inadequate training, weak internal accountability, and insufficient ethical compliance (Shearing & Johnston, 2013; Abdi & Hashi, 2025). In the Indonesian context, the World Bank (2022) reports that governance quality remains moderate across key dimensions, including voice and accountability, government effectiveness, rule of law, and control of corruption. These conditions suggest that strengthening governance systems remains a critical institutional priority. In such an environment, enhancing individual attributes—such as competence, integrity, and organizational citizenship behavior—becomes essential for translating governance principles into effective organizational practices, particularly in law enforcement institutions where discretion and accountability are highly consequential.

At the organizational level, individual behavioral attributes play a fundamental role in shaping performance outcomes. Competence enables officers to perform tasks effectively and apply professional knowledge in operational settings (Wong, 2020; Aulia et al., 2022). Integrity reinforces ethical judgment and supports the credibility of law enforcement institutions (Leroy et al., 2012; Akrivou et al., 2020; Syamsir, 2020). Meanwhile,

appropriate job placement ensures alignment between individual capabilities and assigned roles, thereby improving clarity, motivation, and productivity (Bowen, 2020; Siswanti & Sopiah, 2021; Pelizza et al., 2020). Despite the extensive literature on these factors, existing studies have largely focused on their direct effects, offering limited insight into how these attributes are embedded within governance mechanisms in policing institutions.

Good governance provides a critical institutional mechanism through which these individual attributes are translated into organizational performance. Core governance principles—such as transparency, accountability, participation, professionalism, and adherence to the rule of law—are widely recognized as essential for effective policing (Beshi & Kaur, 2020; Bakar et al., 2022). Empirical evidence suggests that governance structures help align individual behavior with organizational objectives and improve service delivery outcomes (Haliah & Nirwana, 2019; Nurlatifa et al., 2021). However, there remains limited empirical understanding of whether governance operates as a mediating mechanism that systematically converts competence, integrity, and job placement into measurable performance outcomes. This issue is particularly critical in policing contexts, where high levels of discretion and public scrutiny require strong institutional controls to ensure that individual strengths are effectively translated into organizational accountability.

In addition to governance mechanisms, Organizational Citizenship Behavior (OCB) introduces an important behavioral dimension that may shape organizational effectiveness. OCB refers to discretionary actions that go beyond formal job requirements and contribute to cooperation, teamwork, and service responsiveness (Barnard, 2018; Taamneh et al., 2018). In policing contexts, such behaviors support coordination, enhance community engagement, and strengthen organizational climate (Batilmurik et al., 2020; Raharjo et al., 2019; Yakooobi & Weisberg, 2020). Despite its recognized relevance, empirical research examining OCB as a moderating factor in governance–performance relationships remains limited. The moderating perspective suggests that stronger OCB reinforces governance practices through voluntary compliance and prosocial behavior, thereby amplifying their impact on organizational outcomes.

Although prior research has examined competence, integrity, job placement, governance, and OCB within public sector contexts (Wong, 2020; Aulia et al., 2022; Leroy et al., 2012; Siswanti & Sopiah, 2021; Taamneh et al., 2018), the literature remains fragmented and lacks an integrated explanation of how these factors jointly influence police organizational performance. Existing studies tend to examine behavioral attributes or governance mechanisms in isolation, limiting understanding of their combined and interactive effects. Moreover, empirical evidence regarding the mediating role of governance and the moderating role of OCB remains incomplete and, in some cases, inconsistent (Barnard, 2018; Taamneh et al., 2018; Podsakoff et al., 2014; Vigoda-Gadot, 2007).

To address these gaps, this study develops an integrated mediating–moderating framework that links competence, integrity, job placement, good governance, OCB, and organizational performance in policing institutions. Specifically, this study is guided by three research questions: (1) how do competence, integrity, and job placement influence organizational performance; (2) does good governance mediate these relationships; and (3) does OCB strengthen the relationship between governance and performance? Drawing upon recent methodological guidance for identifying gaps in mediation and moderation research (Agyemang & Ansah, 2026; Mohammed et al., 2024; Wang & Zhang, 2024), the study provides a more comprehensive explanation of how individual attributes are transformed into organizational outcomes.

Theoretically, this study contributes by integrating Agency Theory and Bureaucratic Reform Theory to explain the interaction between behavioral attributes and governance mechanisms in shaping performance. Practically, the findings offer insights for strengthening personnel development, ethical standards, and governance reforms within the Indonesian National Police.

The remainder of this paper is structured to provide a clear and disciplined flow of argument. Section 2 develops the theoretical foundations and associated hypotheses. Section 3 details the methodological design, including the sampling approach, measurement framework, and analytical techniques. Section 4 reports and interprets the empirical findings. Section 5 concludes with the study's key scholarly contributions, its implications for policing governance, and recommendations for future research.

2. Literature Review and Hypotheses Development

2.1. Public Organizational Performance

Public organizational performance captures the extent to which government agencies meet their mandated responsibilities, deliver quality services, and contribute to societal welfare (Boyne & Dahya, 2002). Unlike private organizations that assess performance primarily through financial returns, public institutions operate under broader expectations such as equitable service distribution, accountability, social legitimacy, and citizen participation. These distinctions arise from the subsidiarity principle, which positions the public sector as the provider of services that cannot be efficiently managed by the private sector. Performance evaluation in public agencies therefore requires a multidimensional approach that incorporates transparency, responsiveness, service quality, and public trust (Krause & Van Thiel, 2019; Funck & Karlsson, 2020). Because public institutions are closely monitored by political authorities, regulatory bodies, and civil society, their operational effectiveness is shaped by both administrative processes and external pressures.

2.2. Theoretical Foundations

2.2.1. Agency Theory

Agency theory (Jensen & Meckling, 1976) provides a useful analytical lens for examining governance relationships in public sector institutions. Within policing systems, citizens and the state function as principals, delegating authority to police officers as agents responsible for enforcing laws and delivering public services. This delegated relationship often involves information asymmetry and differing incentives between principals and agents, which may create opportunities for behavior that diverges from the broader public interest.

To address these governance challenges, agency theory highlights the role of institutional mechanisms designed to align the actions of agents with the interests of principals. Such mechanisms typically include monitoring arrangements, transparency practices, and accountability structures that reduce information gaps and limit opportunistic behavior (Maggetti & Papadopoulos, 2016). In law enforcement organizations, where officers exercise considerable discretion in operational decisions, these governance arrangements become particularly important for ensuring that individual actions remain aligned with institutional mandates and societal expectations.

From this perspective, the present study applies agency theory to explain how individual attributes, including competence, integrity, and organizational citizenship behavior, operate within organizational governance systems to reinforce accountability and compliance. By embedding these behavioral attributes within governance mechanisms, agency relationships can be managed more effectively, thereby strengthening organizational performance and enhancing public accountability in police institutions.

2.2.2. Bureaucratic Reform Theory

Bureaucratic Reform Theory centers on improving public sector efficiency and integrity by reforming administrative systems and procedures. Modernization initiatives — including digital administration, merit-based staffing, and anti-corruption frameworks — are intended to enhance transparency, responsiveness, and service quality (Funck & Karlsson, 2020; Verger et al., 2019). While traditional bureaucracies provide organizational stability, they also risk becoming rigid and inefficient (Dahlström & Lapuente, 2022). Reform-oriented governance encourages innovation, strengthens institutional credibility, and builds public trust (Kallio et al., 2020). These theories together clarify why behavioral and governance factors jointly contribute to performance in public institutions.

From the perspective of bureaucratic reform theory, governance reforms are intended to strengthen accountability, professionalism, and institutional integrity within public sector organizations. In law enforcement institutions, these reforms emphasize transparent procedures, merit-based personnel management, and effective accountability mechanisms. Within the context of this study, bureaucratic reform theory helps explain how governance structures are designed to ensure that individual attributes, such as competence, integrity, and organizational citizenship behavior, are translated into responsible organizational practices that support accountability and improved performance in police institutions.

2.2.3. Integrating Agency Theory and Bureaucratic Reform Theory: A Coherent Framework

This study proposes an integrated theoretical framework that combines Agency Theory and Bureaucratic Reform Theory to explain how individual attributes influence organizational performance through governance mechanisms in law enforcement institutions. Agency Theory offers a fundamental explanation of governance challenges in public organizations, particularly those arising from delegated authority, information asymmetry, and limitations in monitoring systems (Jensen & Meckling, 1976; Maggetti & Papadopoulos, 2016). In policing environments, where officers exercise considerable discretion and operate under strong public scrutiny, individual competence and integrity play a crucial role in minimizing opportunistic behavior and ensuring alignment with institutional objectives.

However, while Agency Theory effectively explains the existence of behavioral risks and the need for governance controls, it provides limited insight into how individual attributes are systematically embedded within organizational structures and administrative processes. This limitation is addressed by Bureaucratic Reform Theory, which emphasizes the role of governance structures in institutionalizing professionalism, transparency, and accountability in public sector organizations (Funck & Karlsson, 2020; Verger et al., 2019). Reform-oriented governance mechanisms—such as merit-based personnel management, procedural discipline, and performance accountability systems—enable public institutions to transform individual competencies and ethical orientations into sustainable organizational outcomes (Dahlström & Lapuente, 2022; Kallio et al., 2020).

The integration of these theoretical perspectives is particularly relevant in the context of law enforcement organizations, which face complex operational responsibilities, heightened ethical risks, and strong expectations for public accountability. Although alternative perspectives, including institutional theory or public service motivation, emphasize legitimacy and individual motivation, they offer more limited explanations of the internal governance mechanisms through which individual behavior is translated into organizational performance. By contrast, the combined agency–bureaucratic reform framework captures both the behavioral risks associated with delegated authority and the institutional mechanisms required to manage those risks through effective governance practices (Bakar et al., 2022; Haliah & Nirwana, 2019).

This integrated framework also provides the theoretical foundation for the hypotheses developed in this study. First, individual attributes—such as competence, integrity, and appropriate job placement—are expected to support the implementation of good governance by reducing agency-related risks and strengthening reform-oriented administrative practices. Second, good governance functions as a mediating mechanism that institutionalizes individual attributes into organizational performance by embedding transparency, accountability, and procedural consistency into organizational processes. Third, OCB represents discretionary prosocial behavior that enhances the effectiveness of governance mechanisms by encouraging cooperation, voluntary compliance, and collective responsibility beyond formal organizational controls (Barnard, 2018; Taamneh et al., 2018). Together, these theoretical linkages provide a coherent explanation for the mediating and moderating relationships examined in this study.

2.3. Determinants of Good Governance

Good governance in policing refers to the arrangements, norms, and institutional processes that promote transparency, accountability, professionalism, and procedural fairness (Al-Mukhollis et al., 2022; Bakar et al., 2022). Its effectiveness depends not only on organizational structures but also on the behavioral qualities and role suitability of officers who operate within those structures. The literature consistently highlights competence, integrity, and job placement as important determinants of governance implementation within public institutions.

From an integrated agency–reform perspective, good governance is conceptualized as an institutional mechanism that aligns individual behavior with organizational objectives by reducing information asymmetry, constraining opportunistic conduct, and embedding reform-oriented administrative principles into daily operations (Jensen & Meckling, 1976; Maggetti & Papadopoulos, 2016; Funck & Karlsson, 2020). In law enforcement organizations, where discretion, ethical risk, and public scrutiny are inherent, governance effectiveness therefore depends critically on the quality of individual attributes and their alignment with organizational roles through transparent, accountable, and rule-based institutional arrangements (Bakar et al., 2022; Haliah & Nirwana, 2019; Dahlström & Lapuente, 2022).

From the perspective of Agency Theory, competence plays a crucial role in reducing information asymmetry and ensuring that agents perform their responsibilities in accordance with organizational objectives. Competence enhances governance by providing officers with the knowledge, technical ability, and professional judgment required to apply rules and procedures correctly (Wong, 2020; Aulia et al., 2022). By improving task execution accuracy and decision quality, competence helps reduce agency-related risks in organizational operations. From a bureaucratic reform perspective, these competencies become institutionalized when embedded within standardized procedures, accountability mechanisms, and professional administrative systems. When embedded within standardized procedures and accountability mechanisms, these capabilities are institutionalized into consistent governance practices, in line with reform-oriented administrative principles. Accordingly, within the integrated agency–reform framework, competence is expected to strengthen governance implementation by aligning individual performance with organizational objectives. Based on this reasoning, the following hypothesis is proposed:

H1.1: Competence positively influences the implementation of good governance.

From an agency perspective, integrity functions as a control mechanism that limits opportunistic behavior and aligns agent conduct with the interests of principals. Integrity contributes to governance by reinforcing ethical discipline, honesty, and responsible decision-making. Officers who consistently uphold moral values help cultivate a culture of transparency and institutional accountability, which are fundamental components of effective governance (Akrivou et al., 2020; Leroy et al., 2012). Such ethical orientation constrains opportunistic behavior, reduces the likelihood of misconduct, and supports the institutionalization of governance norms within law enforcement organizations. From a bureaucratic reform standpoint, integrity strengthens governance by embedding ethical standards into formal procedures and accountability systems, ensuring consistent and rule-based decision-making. From this theoretical perspective, the following hypothesis is formulated:

H1.2: Integrity positively influences the implementation of good governance.

From an integrated agency–reform perspective, job placement enhances governance by aligning individual capabilities with organizational roles, thereby reducing inefficiencies and minimizing role-related agency problems. Job placement also shapes governance outcomes through the alignment of officer capabilities with organizational responsibilities. When personnel are assigned to positions that fit their skills, qualifications, and operational demands, governance procedures can be implemented more effectively across units (Siswanti & Sopiah, 2021; Pelizza et al., 2020). Appropriate placement enhances role clarity, coordination, and accountability, thereby supporting the consistent application of governance standards across organizational functions. Within bureaucratic reform frameworks, such alignment is essential for ensuring that administrative processes operate efficiently and transparently across organizational units. This leads to the next hypothesis:

H1.3: Job placement positively influences the implementation of good governance.

2.4. Determinants of Police Performance

Police performance reflects the extent to which law enforcement agencies are able to deliver effective public protection, uphold legal standards, and maintain community confidence. In the public sector, performance is shaped by a combination of individual capabilities, ethical foundations, organizational alignment, institutional processes, and behavioral contributions. The literature on policing identifies competence, integrity, job placement, governance quality, and OCB as important factors that influence performance outcomes.

From the perspective of Agency Theory, competence reduces information asymmetry and enhances the ability of agents to perform tasks in line with organizational objectives. Competence strengthens performance by ensuring that officers have operational skills, procedural understanding, and professional judgment required to carry out their responsibilities effectively. Competent personnel tend to respond more accurately to public needs, minimize operational errors, and adhere to established procedures, which directly contribute to improved institutional performance (Effendi & Fattah, 2020). From a bureaucratic reform perspective, these capabilities support the professionalization of public institutions by ensuring that administrative processes are executed efficiently and consistently. Within the integrated agency–reform framework, these individual capabilities enhance performance both directly, through improved task execution, and indirectly, by supporting governance mechanisms that standardize and monitor organizational processes. Based on this theoretical foundation, the following hypothesis is proposed:

H2.1: Competence positively influences police performance.

From an agency perspective, integrity functions as a behavioral control mechanism that aligns agent actions with institutional expectations and reduces opportunistic conduct. Integrity also plays a central role in shaping police performance. Officers who consistently demonstrate honesty, fairness, and ethical responsibility are more likely to build public trust and maintain the credibility of the institution (Yeow & Kee, 2021). By constraining opportunistic behavior and strengthening ethical decision-making, integrity reduces behavioral risks and supports consistent service delivery in law enforcement organizations. From a bureaucratic reform standpoint, integrity reinforces institutional credibility by embedding ethical standards into formal governance systems and operational procedures. In line with this argument, the following hypothesis is formulated:

H2.2: Integrity positively influences police performance.

From an integrated agency–reform perspective, job placement improves performance by aligning individual capabilities with organizational roles, thereby reducing inefficiencies and role ambiguity. Job placement contributes to performance through the alignment of officer competencies with appropriate organizational roles. When personnel are assigned positions that match their abilities and operational strengths, they tend to perform tasks more effectively, experience greater motivation, and contribute more positively to institutional objectives (Pelizza et al., 2020). Such alignment enhances role clarity and coordination, thereby supporting performance outcomes, particularly when placement decisions are reinforced by clear procedures and accountability structures. Within bureaucratic reform frameworks, appropriate placement ensures that administrative systems function efficiently and that responsibilities are executed in a structured and accountable manner. From this reasoning, the following hypothesis is proposed:

H2.3: Job placement positively influences police performance.

From both Agency Theory and Bureaucratic Reform perspectives, good governance serves as an institutional mechanism that aligns individual behavior with organizational objectives while ensuring procedural consistency and accountability. Good governance further enhances performance by creating an environment in which transparency, accountability, and procedural consistency are embedded in institutional practices. Effective governance improves decision-making processes, standardizes operational procedures, and ensures that public services are delivered with fairness and professionalism (Bakar et al., 2022). Through these mechanisms, governance translates individual attributes into collective organizational outcomes and strengthens the capacity of police institutions to achieve sustained performance. This theoretical linkage leads to the next hypothesis:

H2.4: The implementation of good governance positively influences police performance.

From a behavioral perspective, OCB complements formal governance systems by strengthening cooperation, voluntary compliance, and collective responsibility among organizational members. OCB contributes to performance by promoting voluntary cooperation, mutual support, and prosocial actions among officers. Employees who engage in OCB often exceed formal job expectations, strengthen teamwork, and enhance the quality of interactions within and outside the institution (Taamneh et al., 2018). These discretionary behaviors complement formal governance mechanisms by fostering collaboration and collective responsibility, thereby reinforcing performance outcomes in public service organizations. Such behaviors amplify the effectiveness of institutional processes by facilitating coordination and improving the overall functioning of organizational systems. Accordingly, the following hypothesis is proposed:

H2.5: Organizational Citizenship Behavior positively influences police performance.

2.5. Good Governance as A Mediating Variable

Good governance operates as an institutional mechanism that links individual attributes to broader organizational outcomes. In policing, governance systems ensure that transparency, accountability, rule-based conduct, and administrative discipline are embedded in operational processes (Al-Mukhollis et al., 2022; Bakar et al., 2022). From an integrated agency–reform perspective, governance structures reduce information asymmetry and constrain opportunistic behavior, while simultaneously institutionalizing professional standards through modernized administrative systems. Theoretical perspectives from Agency Theory emphasize the need for governance structures to reduce information asymmetry and opportunistic behavior, while Bureaucratic Reform Theory highlights the importance of system modernization to support professional standards. Importantly, governance does not merely coexist with individual attributes, but functions as a transmission mechanism that

converts these attributes into consistent and accountable organizational practices. Through this dual function, governance serves as a conversion mechanism that translates individual competencies and ethical orientations into measurable organizational performance.

From a mediation perspective, competence enhances performance not only directly, but also indirectly through governance systems that regulate, standardize, and monitor operational processes. Competence contributes to governance by supporting procedural accuracy, operational consistency, and adherence to organizational standards (Wong, 2020; Aulia et al., 2022). However, competence alone cannot guarantee institutional performance without the presence of governance systems that regulate procedures, monitor compliance, and standardize work processes. Prior studies indicate that good governance enhances the translation of individual ability into improved service quality, accountability, and organizational outcomes (Siregar & Suma, 2022; Nurlatifa et al., 2021). In this sense, governance strengthens the effectiveness of competence by embedding it within formal institutional processes, ensuring that individual capabilities are consistently translated into organizational outcomes. Accordingly, competence is more effectively converted into performance outcomes when officers operate within governance structures that reinforce procedural discipline and accountability. Based on this reasoning, the following hypothesis is proposed:

H3.1: Good governance mediates the relationship between competence and police performance.

Similarly, integrity influences performance through governance mechanisms that institutionalize ethical behavior into organizational systems. Integrity reinforces ethical conduct, transparency, and responsible decision-making (Akrivou et al., 2020; Leroy et al., 2012). Nevertheless, integrity requires institutional support to influence broader organizational outcomes. Governance mechanisms formalize ethical expectations, supervise conduct, and strengthen internal accountability, creating conditions where integrity-driven behavior can contribute effectively to organizational performance (Bakar et al., 2022; Haliah & Nirwana, 2019). Thus, governance acts as a mediating channel that transforms individual ethical values into structured accountability and consistent performance outcomes. In this sense, governance institutionalizes ethical values and channels them into consistent performance improvements. This theoretical explanation leads to the following hypothesis:

H3.2: Good governance mediates the relationship between integrity and police performance.

From a mediation standpoint, the effect of job placement on performance is also contingent upon governance systems that structure roles, responsibilities, and accountability mechanisms. Job placement enhances organizational effectiveness by aligning officer competencies with job responsibilities, improving role clarity and operational coordination (Siswanti & Sopiah, 2021; Pelizza et al., 2020). Its contribution to performance becomes stronger when governance mechanisms shape work processes, define accountability structures, and ensure consistent application of organizational procedures. Studies in public sector governance show that good governance can reinforce the positive effects of appropriate placement by ensuring that tasks are executed under regulated and transparent systems (Siregar & Suma, 2022). Therefore, governance mediates this relationship by ensuring that the alignment between individual capabilities and organizational roles is translated into effective and accountable performance outcomes. Thus, governance enables the benefits of correct placement to be translated more reliably into performance outcomes. In line with this conceptual link, the following hypothesis is proposed:

H3.3: Good governance mediates the relationship between job placement and police performance.

2.6. Organizational Citizenship Behavior as A Moderating Variable

Organizational Citizenship Behavior (OCB) represents voluntary and discretionary actions that contribute to the social and operational functioning of an organization. These behaviors are not formally rewarded, yet they play an essential role in strengthening teamwork, cooperation, and collective performance (Barnard, 2018; Taamneh et al., 2018). In policing institutions, OCB is manifested through officers' willingness to assist colleagues, maintain constructive interactions with the community, and perform tasks that go beyond minimum job requirements. Previous studies show that OCB fosters workplace harmony, enhances coordination, and supports the effective execution of operational activities (Batilmurik et al., 2020; Raharjo et al., 2019).

OCB is also recognized as a behavioral factor that can strengthen the impact of institutional systems on organizational outcomes. While good governance promotes transparency, accountability, and procedural

consistency, its impact on performance may vary depending on the extent to which officers voluntarily internalize and support governance norms. From a behavioral and organizational perspective, OCB functions as an enabling condition that reinforces the effectiveness of formal governance systems by encouraging voluntary compliance and cooperative behavior beyond formal requirements. For example, Yakoobi and Weisberg (2020) note that employees who demonstrate higher levels of OCB are more likely to internalize organizational norms, support peers in meeting institutional expectations, and contribute to the smooth operation of service delivery. These discretionary behaviors reinforce formal governance mechanisms by enhancing cooperation, compliance, and collective responsibility in daily operations. In this sense, OCB does not operate as a direct driver of performance alone, but as a contingent factor that strengthens the extent to which governance mechanisms can effectively influence organizational outcomes.

Based on this conceptual foundation and empirical evidence from policing contexts, OCB is expected to strengthen the relationship between governance implementation and performance outcomes. Officers who frequently engage in OCB are more likely to reinforce governance principles through voluntary cooperation, ethical conduct, and proactive behaviors that support institutional goals. Accordingly, OCB moderates the governance–performance relationship by amplifying the translation of governance practices into improved organizational performance under conditions of high discretionary cooperation. Accordingly, OCB functions as a moderating condition that amplifies the effectiveness of governance mechanisms in improving police performance. This rationale leads to the following hypothesis:

H4: Organizational Citizenship Behavior moderates the relationship between good governance and police performance.

Based on the explanation of the previous theory and literature, the framework in this study can be seen in the following Figure 1.

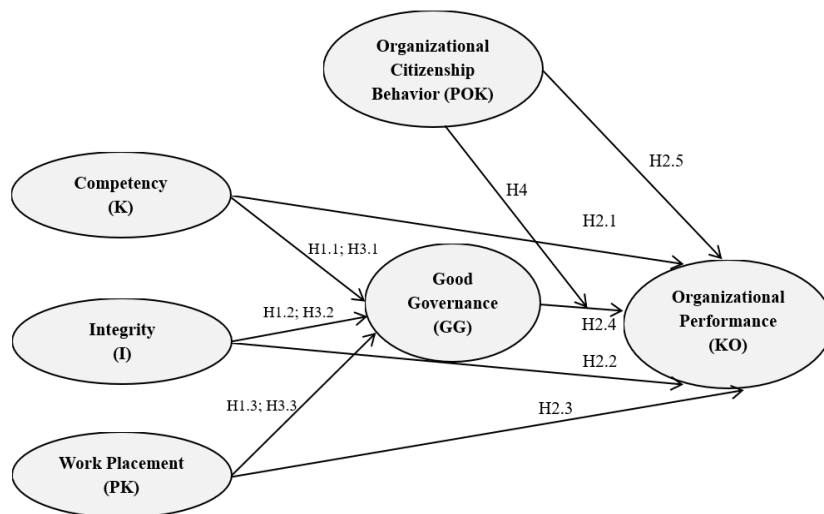


Figure 1. Research Framework

3. Research Methods

3.1. Population and Sample

This study examines officers of the Aceh Regional Police, a regional unit of the Indonesian National Police (INP) that operates under considerable public scrutiny. Mandated by Law No. 2 of 2002 to safeguard public security and uphold moral integrity, the INP requires strategic coordination, operational effectiveness, and adaptive leadership, particularly in divisions such as Security Intelligence (Agustian et al., 2023). Public confidence, however, has fluctuated sharply. Trust dropped from 87.8 percent in 2018 to 72.1 percent in 2019, driven by concerns over professionalism, major misconduct cases involving senior officers, and reports of 921 human rights violations that caused 1,627 injuries and 304 deaths (CNN Indonesia, 2020). More recent assessments indicate improvement, with 67.1 percent of respondents rating local police performance positively in 2022 and overall trust rising to 76.2 percent in 2025 (National Police of the Republic of Indonesia, 2025).

These shifts underscore the need to analyze behavioral and governance factors within the Aceh Regional Police. The study population comprises of 35,315 police personnel serving across various units within the Aceh Regional Police. To determine an appropriate sample size, the Slovin formula with a precision level of 5 percent was applied, resulting in a recommended minimum sample of 396 officers. This number exceeds the minimum SEM sample requirements proposed in methodological literature. Hair et al. (2012) recommend a minimum sample size of ten respondents for every indicator because SEM simultaneously estimates numerous measurement and structural parameters, and each indicator adds complexity to the model. A sample that is at least ten times the number of indicators helps ensure stable factor loadings, reduces the risk of non-convergence, and minimizes biased or unstable estimates. With 35 indicators in this study, the minimum recommended sample is 350. This rule does not imply that the sample must match the number of indicators, but that it must be sufficiently larger to provide statistical power for reliable estimation. The final sample of 396 respondents exceeds this requirement and is methodologically adequate for the complexity of the model.

No.	Police Unit	Population	Proportion (%)	Sample
1.	Aceh Regional Police Headquarters	5,570	15.78	62
2.	Langsa District Police	1,110	3.14	12
3.	Banda Aceh District Police	2,164	6.12	24
4.	Aceh Tamiang District Police	1,138	3.22	13
5.	Central Aceh District Police	1,348	3.82	15
6.	Bireuen District Police	1,294	3.66	15
7.	Bener Meriah District Police	1,113	3.15	12
8.	Southeast Aceh District Police	1,322	3.74	15
9.	Aceh Besar District Police	1,471	4.16	16
10.	Lhokseumawe District Police	1,515	4.29	17
11.	Pidie District Police	2,031	5.75	23
12.	East Aceh District Police	1,583	4.48	18
13.	West Aceh District Police	1,282	3.63	14
14.	Gayo Lues District Police	992	2.81	11
15.	Sabang District Police	799	2.26	9
16.	Nagan Raya District Police	1,049	2.97	12
17.	Pidie Jaya District Police	1,088	3.08	12
18.	North Aceh District Police	1,378	3.90	15
19.	Southwest Aceh District Police	1,044	2.96	12
20.	Aceh Jaya District Police	1,017	2.88	11
21.	Subulussalam District Police	934	2.64	10
22.	Aceh Singkil District Police	1,265	3.58	14
23.	Simeulue District Police	1,184	3.35	13
24.	South Aceh District Police	1,624	4.60	18
Total		35,315	100	396

Table 1. Distribution of Sample Selection (Aceh Regional Police Headquarters, 2025)

The sampling technique used was proportional stratified sampling, ensuring that all major units within the Aceh Regional Police were represented according to their proportion in the population. This method reduces selection bias and strengthens the representativeness of the sample. Data collection was conducted through direct distribution of questionnaires at designated police units in coordination with administrative officers to ensure high response accuracy and completeness. A summary of the sample distribution for each unit is presented in Table 1.

Data collection was carried out using a structured questionnaire administered through direct distribution at designated police units. The questionnaire consisted of 35 items across six core constructs: competence, integrity, job placement, good governance, organizational citizenship behavior (OCB), and organizational

performance. All items were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The selection of items was guided by validated prior studies, the theoretical relevance of each indicator, and their suitability for the Indonesian public sector context. The items were also chosen for clarity and ease of understanding across respondents with varying educational backgrounds. The complete questionnaire can be accessed through Zenodo at <https://doi.org/10.5281/zenodo.15597677>.

3.2. Operationalized Variables

The operationalization of a variable refers to the process of defining a dimension of the variable by assigning meaning, specifying activities, or justifying the necessary operations to measure the variable. The operationalization of variables in this study can be seen in Table 2.

No.	Variable	Definition	Indicators	References
1.	Competence (K)	A fundamental characteristic possessed by an individual that directly influences or describes outstanding performance.	K1: Personal character K2: Self-concept K3: Knowledge K4: Skills K5: Work motivation	Wong (2020); Aulia et al. (2022); Effendi & Fattah (2020); Tarigan et al. (2021)
2.	Integrity (I)	Integrity allows for unintentional mistakes and honest differences of opinion but does not tolerate fundamental dishonesty	I1: Honesty I2: Courage I3: Wise attitude I4: Responsibility	Akrivou et al. (2020); Leroy et al. (2012); Syamsir (2020); Yeow & Kee (2021); Ade et al. (2022)
3.	Job Placement (PK)	The assignment or reassignment of personnel to a new job.	PK1: Ability PK2: Aptitude PK3: Expertise	Bowen (2020); Siswanti & Sopiha (2021); Pelizza et al. (2020); Yuta et al. (2019)
4.	Organizational Citizenship Behavior (POK)	A helping attitude demonstrated by organization members, which is constructive, valued by the organization, but not directly related to individual productivity	POK1: Follow rules without supervision POK2: Consistently honest at work POK3: Help colleagues in need POK4: Willing to assist others POK5: Aware of organizational changes POK6: Engage in improvements POK7: Rarely complain about work POK8: Avoid conflicts POK9: Remind peers to act properly	Barnard (2018); Taamneh et al. (2018); Batilmurik et al. (2020); Raharjo et al. (2019); Yakoobi & Weisberg (2020)
5.	Good Governance (GG)	An understanding or foundation of performance accountability in government institutions	GG1: Participation GG2: Rule of law GG3: Transparency GG4: Responsiveness GG5: Consensus-oriented GG6: Equity GG7: Effectiveness and efficiency GG8: Accountability GG9: Strategic vision GG10: Interconnectivity	Bakar et al. (2022); Al-Mukhollis et al. (2022); Haliah & Nirwana (2019); Nurlatifa et al. (2021); Nzai & Makokha (2024)
6.	Organizational Performance (KO)	The achievements of an organization within a certain period, concerning input, output, outcomes, benefits, and impact	KO1: Productivity KO2: Service quality KO3: Responsiveness KO4: Accountability	Krause & Van Thiel (2019); Effendi & Fattah (2020); Tarigan et al. (2021)

Table 2. Operationalized Variables

3.3. Data Analysis Technique

The data collected in this study were analyzed using Structural Equation Modeling (SEM), a technique that enables the simultaneous examination of complex relationships among multiple latent constructs. SEM is well suited for this research because it integrates both the measurement model, which assesses the validity of indicators

representing each latent variable, and the structural model, which evaluates the hypothesized causal relationships (McQuitty & Wolf, 2013). To ensure that the latent variables were measured accurately, a Confirmatory Factor Analysis (CFA) was conducted prior to structural testing. The purpose of CFA is to confirm whether the observed indicators adequately represent their theoretical constructs and to evaluate the quality of the measurement model. This process includes the assessment of convergent and discriminant validity (Brown & Moore, 2012). Convergent validity was examined through standardized factor loadings and the Average Variance Extracted (AVE), where loadings above 0.50 and AVE values exceeding 0.50 indicate satisfactory convergence (Cheung et al., 2024). Discriminant validity was evaluated by comparing the square root of AVE with inter-construct correlations to ensure that each latent variable is empirically distinct from the others.

Reliability testing was performed to ensure internal consistency among the indicators used to measure each construct. Cronbach's Alpha and Composite Reliability (CR) values were used for this purpose, with thresholds above 0.70 indicating acceptable reliability. These validity and reliability procedures align with methodological standards proposed by Hair et al. (2012), and they ensure that the measurement model meets the necessary statistical requirements before proceeding to structural analysis. Once the measurement model was validated, the structural model was tested to examine direct, indirect, and moderating effects as proposed in the study's hypotheses. The evaluation of the structural model involved analyzing path coefficients, significance levels, and effect sizes. Model fit was assessed using indices commonly recommended in SEM, including the chi-square statistic, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA). Acceptable model fit was determined based on CFI and TLI values of at least 0.90 and RMSEA values below 0.08 (West et al., 2012).

Given the presence of mediation and moderation effects in the study, bootstrapping procedures were applied to assess the significance and robustness of indirect and interaction paths. Bootstrapping provides a more accurate estimation of standard errors and confidence intervals by repeatedly resampling the dataset, making it particularly suitable for testing mediation and moderation in SEM. Additional diagnostic checks were conducted to ensure model stability and generalizability, reinforcing the reliability of the analytical process employed in this study.

Mathematically, the following SEM equations are estimated to test the proposed hypotheses of direct, mediating effects (1 and 2), and moderating effect (3), as follows:

$$GG = \beta_{11}K + \beta_{12}I + \beta_{13}PK + \zeta_1 \quad (1)$$

$$KO = \beta_{21}K + \beta_{22}I + \beta_{23}PK + \beta_{24}GG + \beta_{25}POK + \zeta_2 \quad (2)$$

$$KO = \beta_{31}GG + \beta_{32}POK + \beta_{33}GG*POK + \zeta_3 \quad (3)$$

where GG is a good governance practices; KO is an organizational performance of the Indonesian police force; K is a competency; I is an integrity; PK is a work placement; POK is an organizational citizenship behavior; β is the magnitude of regressors; and ζ is the structural error term.

4. Results and Discussion

4.1. Respondent Characteristics

The characteristics of respondents in this study include gender, status, age, and education, which can be seen in the following Table 3.

Table 3 presents the demographic characteristics of the 396 respondents, showing that the majority were male (84.1%) and married (86.1%). Most participants were aged 30–40 years (54.8%) and held a high school (43.2%) or bachelor's degree (33.8%). In terms of police rank, the largest group were brigadiers (37.9%), followed by middle enlisted personnel (24.5%) and enlist-ed personnel (22.0%), reflecting a diverse composition of educational backgrounds and hierarchical positions within the Aceh Regional Police.

No.	Characteristics	Frequency	Percentage
1.	Gender		
	▪ Man	333	84.1
	▪ Woman	63	15.9
Total		396	100.0
2.	Marital Status		
	▪ Married	341	86.1
	▪ Not Married	55	13.9
Total		396	100.0
3.	Age		
	▪ 18-30 years old	124	31.3
	▪ 30-40 years old	217	54.8
	▪ 40-50 years old	53	13.4
	▪ > 50 years old	2	0.5
Total		396	100.0
4.	Education level		
	▪ High-school	171	43.2
	▪ Diploma	87	22.0
	▪ Bachelor	134	33.8
	▪ Postgraduate	4	43.2
Total		396	100.0
5.	Police Rank		
	▪ Senior Officer	4	1.0
	▪ Middle Officer	22	5.6
	▪ First Officer	36	9.1
	▪ Brigadier	150	37.9
	▪ Middle Enlisted Personnel	97	24.5
	▪ Enlisted Personnel	87	22.0
Total		396	100.0

Table 3. Respondent Characteristics (Primary Data processed, 2025)

4.2. Instruments' Tests

4.2.1. Validity Test Results

The validity test shows all questionnaire items are significant, with correlation values above the 0.1381 threshold at a 5% significance level ($n = 396$). This confirms strong construct validity and internal consistency, making the data reliable and suitable for hypothesis testing, as shown in Table 4.

Indicators	Variable	Correlation Coefficient	Critical Value (5%) (N = 396)	Results
K1	Competence	0.809	0.1381	Valid
K2		0.775		
K3		0.819		
K4		0.845		
K5		0.839		
I1	Integrity	0.826	0.1381	Valid
I2		0.814		
I3		0.865		
I4		0.843		
PK1	Job Placement	0.891	0.1381	Valid
PK2		0.830		
PK3		0.885		

Indicators	Variable	Correlation Coefficient	Critical Value (5%) (N = 396)	Results
GG1	Good Governance	0.734	0.1381	Valid
GG2		0.694		
GG3		0.717		
GG4		0.633		
GG5		0.779		
GG6		0.703		
GG7		0.718		
GG8		0.741		
GG9		0.750		
GG10		0.701		
POK1	Organizational Citizenship Behavior	0.825	0.1381	Valid
POK2		0.842		
POK3		0.794		
POK4		0.863		
POK5		0.776		
POK6		0.833		
POK7		0.835		
POK8		0.694		
POK9		0.859		
KO1	Organizational Performance	0.906	0.1381	Valid
KO2		0.917		
KO3		0.871		
KO4		0.923		

Table 4. Validity Test Results (Primary Data processed, 2025)

4.2.2. Reliability Test Results

The reliability test, using Cronbach's Alpha, confirms all variables are reliable, with alpha values above the 0.60 threshold (Malhotra et al., 2012), as shown in Table 5. This ensures consistent and credible measurements.

No.	Variables	Items	Alpha Values	Results
1.	Competence	5	0.874	Reliable
2.	Integrity	4	0.854	Reliable
3.	Job Placement	3	0.832	Reliable
4.	Good Governance	10	0.892	Reliable
5.	Organizational Citizenship Behavior	9	0.934	Reliable
6.	Organizational Performance	4	0.924	Reliable

Table 5. Reliability Test Results (Primary Data processed, 2025)

4.3. Confirmatory Factor Analysis

The results of data processing for confirmatory factor analysis for all constructs in this study are shown in Figure 2.

The contribution of each indicator to its corresponding variable, represented by loading factors, is shown in Table 6. As indicated in Table 6, all indicators meet the requirements, with loading factor values exceeding 0.5.

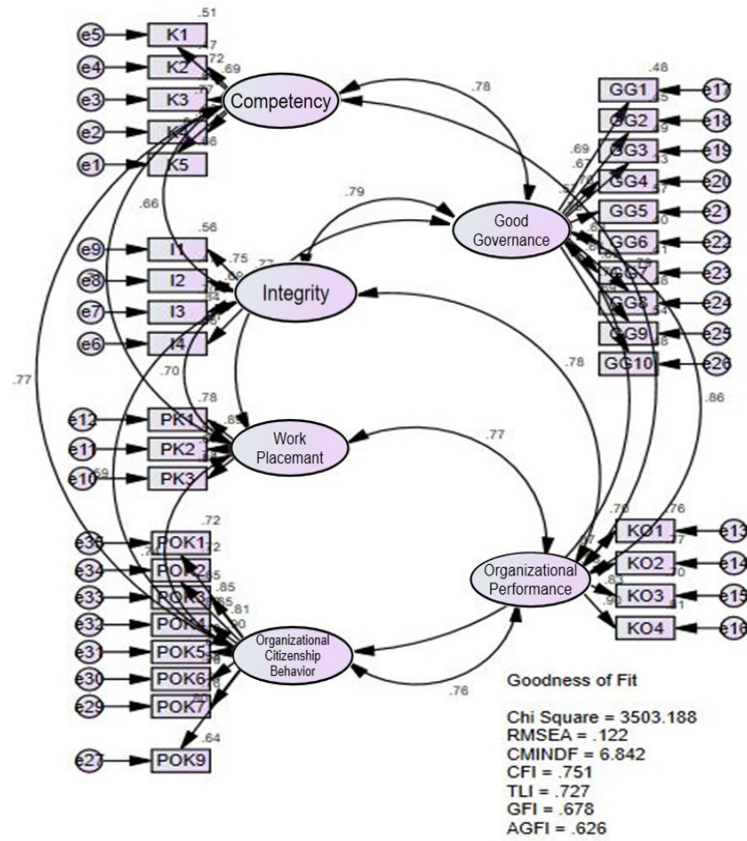


Figure 2. Confirmatory Factor Analysis Test Results (Primary Data processed, 2025)

Indicator		Variable	Estimate
K5	<---	Competency	0.813
K4	<---	Competency	0.825
K3	<---	Competency	0.772
K2	<---	Competency	0.687
K1	<---	Competency	0.716
I4	<---	Integrity	0.815
I3	<---	Integrity	0.837
I2	<---	Integrity	0.686
I1	<---	Integrity	0.751
PK3	<---	Work_Placement	0.853
PK2	<---	Work_Placement	0.674
PK1	<---	Work_Placement	0.885
KO1	<---	Organizational_Performance	0.871
KO2	<---	Organizational_Performance	0.877
KO3	<---	Organizational_Performance	0.834
KO4	<---	Organizational_Performance	0.902
GG1	<---	Good_Governance	0.695
GG2	<---	Good_Governance	0.669
GG3	<---	Good_Governance	0.699
GG4	<---	Good_Governance	0.570
GG5	<---	Good_Governance	0.753
GG6	<---	Good_Governance	0.635
GG7	<---	Good_Governance	0.642

Indicator		Variable	Estimate
GG8	<---	Good_Governance	0.692
GG9	<---	Good_Governance	0.736
GG10	<---	Good_Governance	0.689
POK9	<---	Organizational_Citizenship_Behavior	0.800
POK7	<---	Organizational_Citizenship_Behavior	0.869
POK6	<---	Organizational_Citizenship_Behavior	0.764
POK5	<---	Organizational_Citizenship_Behavior	0.634
POK4	<---	Organizational_Citizenship_Behavior	0.896
POK3	<---	Organizational_Citizenship_Behavior	0.809
POK2	<---	Organizational_Citizenship_Behavior	0.849
POK1	<---	Organizational_Citizenship_Behavior	0.846

Table 6. Indicator Loading Factor Test Results (Primary Data Processed, 2025)

4.4. Goodness of Fit Criteria Evaluation Results

The Goodness of Fit results shown in Table 7 are derived from and correspond directly to the structural model estimation results presented in Figure 3.

Goodness of Fit Index	Cut off Value	Results	Model Evaluation
Chi-Square	< 187,882	745,172	Good Fit
RMSEA	≤ 0.08	0.071	Good Fit
GFI	≥ 0.90	0.986	Good Fit
AGFI	≥ 0.90	0.939	Good Fit
CMIN/DF	≤ 2.00	1.576	Good Fit
TLI	≥ 0.90	0.980	Good Fit
CFI	≥ 0.90	0.995	Good Fit

Table 7. Goodness of Fit Criteria Evaluation Results (Primary Data Processed, 2025)

Based on the model fit evaluation in Table 7, the chi-square value of 745.172 indicates an acceptable level of fit for a model of this complexity, and the chi-square ratio ($\chi^2/df = 1.576$) falls well below the recommended threshold of 2.00, demonstrating good model parsimony. The RMSEA value of 0.071 is below the cutoff of 0.08, confirming an adequate approximation of the population covariance structure. The absolute and incremental fit indices also meet the required standards, with GFI = 0.986, AGFI = 0.939, TLI = 0.980, and CFI = 0.995, each exceeding the recommended minimum value of 0.90. Collectively, these values show that the model is well specified and exhibits a strong and acceptable overall fit to the empirical data.

4.5. Structural Equation Modelling (SEM) Estimation Results

The estimation results for full model Structural Equation Modelling in this study are shown in Figure 3.

Hypothesis testing for direct effect in this study was carried out based on the Critical Ratio (CR) value of a causal relationship from the SEM processing results as shown in Table 8 below.

4.5.1. Effects of Competence, Integrity, and Work Placement of Good Governance Practices

Based on Table 8, the effect of competence on the implementation of good governance is statistically significant ($p = 0.0001$). Thus, competence has a positive and significant effect on strengthening good governance within the Aceh Regional Police Force, Indonesia. Specifically, the results indicate that competence accounts for 36.5% of the variance in the implementation of good governance. In practical terms, this suggests that improvements in officers' competence are associated with a tangible enhancement in governance quality within the organization. Accordingly, Hypothesis H1.1 is accepted.

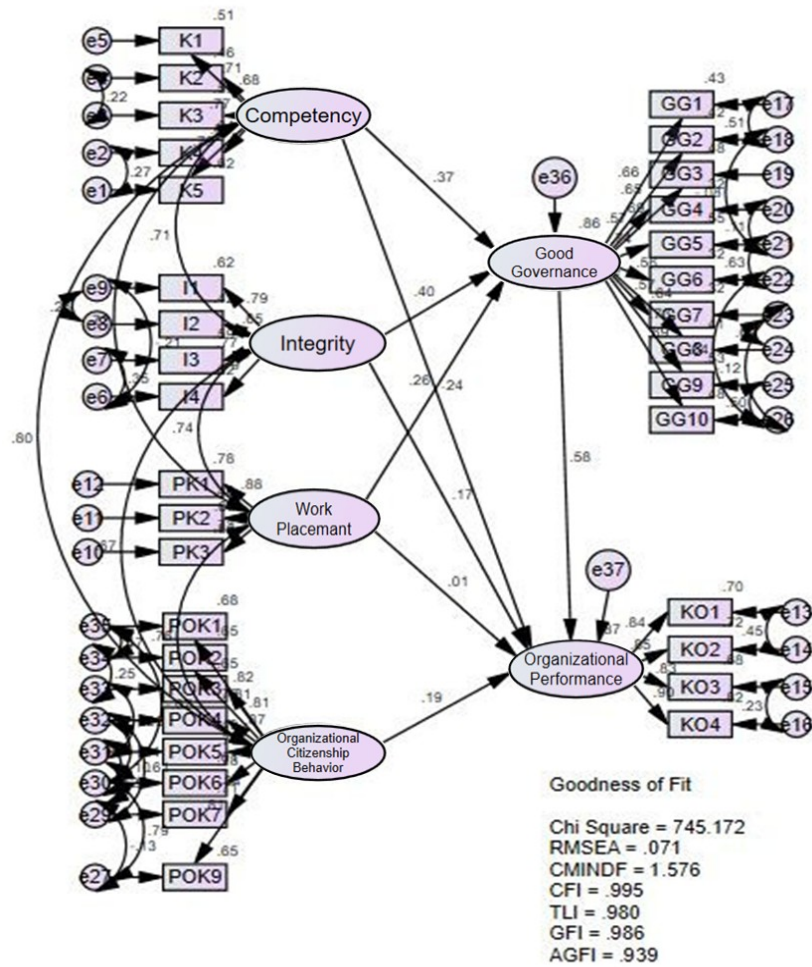


Figure 3. Structural Equation Modelling (SEM) Estimation Results (Primary Data processed, 2025)

Hypothesis: Direct Effect			Estimate	S.E.	P-value	Remark
H1.1	Good_Governance	<--- Competency	0.365	0.053	0.0001	Supported
H1.2	Good_Governance	<--- Integrity	0.397	0.051	0.0001	Supported
H1.3	Good_Governance	<--- Work_Placement	0.264	0.047	0.0001	Supported
H2.1	Organizational_Performance	<--- Competency	0.237	0.077	0.0091	Supported
H2.2	Organizational_Performance	<--- Integrity	0.166	0.063	0.0451	Supported
H2.3	Organizational_Performance	<--- Work_Placement	0.006	0.057	0.9291	Not supported
H2.4	Organizational_Performance	<--- Organizational_Citizenship_Behavior	0.193	0.054	0.0021	Supported
H2.5	Organizational_Performance	<--- Good_Governance	0.576	0.105	0.0001	Supported

Table 8. Hypothesis Testing Results for Direct Effect (Primary Data Processed, 2025)

This finding indicates that officers’ technical skills, procedural knowledge, and professional judgment play a critical role in strengthening governance practices by improving decision accuracy and reducing agency-related risks. From an analytical perspective, this result suggests that competence operates not merely as an individual capability, but as an institutional enabler that enhances the effectiveness of governance systems through more accurate and consistent application of procedures. From a theoretical perspective, the result supports the argument that individual competence becomes governance-relevant when it is institutionalized through standardized procedures and accountability mechanisms. These findings align with Haliah and Nirwana (2019), Thangaru and Kinyua (2017), and Sahir et al. (2019), who emphasized competence as a key factor in governance quality. However, the present study extends this literature by demonstrating that competence contributes to

governance more strongly in policing contexts, where discretion and operational complexity require higher levels of procedural accuracy and professional judgment.

The statistical analysis shows that integrity has a highly significant effect on the implementation of good governance ($p = 0.0001$). Accordingly, integrity exerts a positive and significant influence on strengthening governance practices. The effect size of integrity on good governance is 0.397, indicating that approximately 39.7% of the variation in governance implementation is explained by integrity. This result suggests that higher levels of integrity are associated with more robust implementation of good governance within the organization. Therefore, Hypothesis H1.2 is accepted.

This result highlights the importance of ethical discipline in reinforcing transparency, accountability, and institutional trust within law enforcement organizations. By constraining opportunistic behavior and promoting responsible decision-making, integrity supports the institutionalization of governance norms and enhances the credibility and effectiveness of governance systems. This finding is consistent with prior studies emphasizing integrity as a critical foundation of professional conduct and institutional effectiveness (Hartanto et al., 2021; Said et al., 2016; Salminen & Ikola-Norrbacka, 2010; Lase, 2021). Beyond confirming prior evidence, this study provides additional insight by showing that integrity functions as a stabilizing force within governance systems, particularly in environments characterized by high public scrutiny and ethical sensitivity such as policing institutions.

The statistical results indicate that job placement has a positive and significant effect on the implementation of good governance ($p = 0.0001$). The effect size of job placement on governance implementation is 0.264, indicating that approximately 26.4% of the variation in good governance is explained by job placement. This finding suggests that higher levels of appropriate job placement are associated with stronger implementation of governance practices. Accordingly, Hypothesis H1.3 is accepted.

This suggests that aligning officers' competencies with appropriate roles enhances procedural consistency, coordination, and accountability across organizational units. From a governance perspective, appropriate placement facilitates the effective application of rules and standards by ensuring that personnel are assigned according to their qualifications and operational demands, thereby supporting the consistent enforcement of governance principles. This finding is consistent with prior studies emphasizing job placement as a critical element in effective public-sector governance (Jefri, 2018; Chuang et al., 2019; Hartanto et al., 2021). However, the findings also imply that job placement contributes to governance primarily through its role in strengthening coordination and role clarity, rather than acting as a standalone determinant of governance effectiveness.

4.5.2. Effects of Competence, Integrity, Work Placement, and Organizational Citizenship Behavior on Organizational Performance

The statistical results indicate that competence has a positive and significant effect on organizational performance ($p = 0.0091$). The effect size of competence on organizational performance is 0.237, indicating that approximately 23.7% of the variation in performance is explained by competence. This finding suggests that higher levels of competence are associated with proportional improvements in organizational performance. Accordingly, Hypothesis H2.1 is accepted.

This finding confirms that competent officers contribute directly to improved performance through accurate task execution, procedural compliance, and responsiveness to public needs. Beyond its direct effect, competence also supports institutional processes that sustain performance over time by enhancing reliability, consistency, and service quality within the organization. These findings are consistent with prior research emphasizing the role of competence in improving individual and organizational performance (Salman et al., 2020; Suhartini, 2015; Layaman & Nindak, 2016; Molderez & Ceulemans, 2018; Kim & Park, 2025). More importantly, this study extends existing evidence by demonstrating that competence contributes not only to immediate performance outcomes but also to the stability and sustainability of organizational performance through its interaction with governance mechanisms.

The statistical results indicate that integrity has a positive and significant effect on organizational performance ($p = 0.0451$). The effect size of integrity on organizational performance is 0.166, indicating that approximately

16.6% of the variation in performance is explained by integrity. This finding suggests that higher levels of integrity are associated with proportional improvements in organizational performance. Accordingly, Hypothesis H2.2 is accepted.

Ethical conduct strengthens performance by enhancing decision quality, reducing behavioral risks, and fostering trust both within and outside the organization. In public service contexts, integrity functions as a foundational value that underpins consistent, credible, and accountable performance outcomes, particularly in organizations exposed to high public scrutiny such as law enforcement agencies. This finding aligns with Leroy et al. (2012), who demonstrated that leader integrity strengthens organizational commitment and performance. Similarly, Rakhmanto et al. (2021), Konadu et al. (2023), and Purwanggono (2023) emphasize the significant role of integrity in shaping performance outcomes. Blaga (2020) also stress its importance in improving human resource quality and productivity. The present findings further suggest that integrity contributes to performance not only through ethical compliance, but also by reinforcing institutional trust, which is critical for sustaining performance in public-facing organizations.

The statistical results indicate that job placement does not have a significant effect on organizational performance ($p = 0.9291$). Accordingly, Hypothesis H2.3 is rejected. This unexpected finding suggests that structural alignment alone is insufficient to generate performance improvements in law enforcement organizations. Although appropriate job placement remains an important administrative practice, its impact on performance appears to be conditional rather than direct. From an analytical perspective, this result indicates that job placement functions as a supporting condition rather than a primary driver of performance, requiring the presence of effective governance mechanisms to translate role alignment into measurable outcomes.

While prior research, such as Jones et al. (2017), reports a positive relationship between work placement and performance, the present finding indicates that placement decisions do not automatically translate into higher performance unless supported by effective institutional mechanisms. According to Hasibuan (2016), placing the right person in the right job is essential for achieving organizational goals. However, the evidence from this study suggests that job placement alone does not determine performance outcomes in complex public-sector settings such as policing. Instead, organizational performance is more strongly shaped by a combination of individual attributes—such as competence and integrity—and institutional factors, particularly the implementation of good governance mechanisms that regulate procedures, define accountability, and ensure consistent enforcement. Therefore, while job placement remains important for aligning personnel with appropriate roles, it functions more as an enabling condition than as a standalone driver of organizational success.

The statistical results indicate that good governance has a positive and significant effect on organizational performance ($p = 0.0001$). The effect size of good governance is 0.576, indicating that approximately 57.6% of the variation in organizational performance is explained by the quality of governance practices. Accordingly, Hypothesis H2.4 is accepted. With this magnitude, governance emerges as the most influential determinant of performance in the model.

This finding underscores the role of governance as an institutional mechanism that translates individual competencies and ethical orientations into collective organizational outcomes. The consistent application of transparency, accountability, responsiveness, and the rule of law enhances organizational coordination, improves personnel conduct, and strengthens service delivery effectiveness. When governance processes are well implemented, organizational systems become more efficient and operational risks are reduced, leading to more sustainable performance outcomes. These findings align with prior studies emphasizing that governance mechanisms strengthen organizational alignment and support higher institutional performance (Bakar et al., 2022; Haliah & Nirwana, 2019; Nurlatifa et al., 2021). Importantly, this study provides stronger evidence that governance is not merely a supporting factor, but a central institutional driver that amplifies the effectiveness of individual attributes in producing sustained organizational performance.

The statistical results indicate that organizational citizenship behavior (OCB) has a positive and significant effect on organizational performance ($p = 0.0021$). The effect size of OCB is 0.193, indicating that approximately 19.3% of the variation in organizational performance is explained by discretionary citizenship behaviors. Accordingly, Hypothesis H2.5 is accepted.

This finding indicates that voluntary, prosocial behaviors—such as helping colleagues, showing initiative, and exceeding formal job requirements—enhance teamwork, coordination, and service quality. In policing institutions, where interdependence and collective action are essential, OCB complements formal governance mechanisms by strengthening day-to-day organizational functioning and reinforcing cooperative norms. This result aligns with prior research emphasizing the performance-enhancing role of OCB in public service contexts (Taamneh et al., 2018; Raharjo et al., 2019; Batilmurik et al., 2020). Furthermore, the findings suggest that OCB enhances performance not only directly, but also by reinforcing the effectiveness of governance practices through voluntary cooperation and behavioral support.

4.5.3. Mediating Effects Competence, Integrity, and Work Placement on Police Force Performance Through Good Governance Practices

The statistical results indicate that the implementation of good governance has a positive and significant effect on organizational performance ($p = 0.0001$). The effect size is 0.576, indicating that approximately 57.6% of the variation in organizational performance is explained by the quality of governance implementation. Accordingly, higher levels of good governance are associated with substantial improvements in organizational performance.

Beyond its statistical significance, this finding suggests that governance functions as a core institutional mechanism through which law enforcement organizations translate formal rules into effective operational outcomes. The consistent application of transparency, accountability, and ethical standards enhances strategic alignment, supports disciplined resource utilization, and improves decision-making quality, thereby strengthening overall organizational effectiveness. Good governance supports strategic alignment, resource optimization, ethical decision-making, and risk management, all of which contribute to higher productivity, innovation, and long-term success. From an analytical perspective, this finding confirms that governance operates as a transmission mechanism that conditions how individual attributes are converted into organizational performance, rather than acting solely as an independent predictor. Importantly, this result extends prior governance research by demonstrating that governance not only improves performance directly, but also conditions how individual attributes—such as competence, integrity, and job placement—are mobilized and institutionalized within organizational systems to produce sustained performance outcomes.

This finding is consistent with prior studies (Bakar et al., 2022; Haliah & Nirwana, 2019; Nurlatifa et al., 2021), which emphasize the role of governance in enhancing organizational performance; however, the present study extends this literature by providing empirical evidence that governance functions as a mediating mechanism within policing contexts. From a theoretical perspective, this provides an important contribution by clarifying governance as an active institutional mediator rather than a passive structural component in public sector performance models. From a practical standpoint, these findings suggest that strengthening governance systems should be prioritized to ensure that individual competencies and ethical values are effectively translated into sustainable organizational performance.

Since good governance has a direct and statistically significant effect on organizational performance, it functions as a partial mediator in the proposed model. This indicates that good governance not only mediates the relationships between the independent variables and organizational performance, but also exerts an independent influence on performance outcomes. The strong effect size (57.6%) further suggests that good governance plays a crucial role in shaping organizational success, beyond merely facilitating the effects of other factors. From a theoretical perspective, this partial mediation pattern supports the argument that governance is not a passive conduit, but an active institutional mechanism that conditions how individual capabilities are translated into organizational performance. The results of the effect of competence on organizational performance through the mediation of good governance, as assessed using the Sobel test, are presented in Figure 4 below.

The Sobel test results presented in Figure 4 indicate a test statistic of 4.290, which is significant at $\alpha = 0.0000178$. This result confirms that good governance acts as a mediating variable in the relationship between competence and organizational performance. Accordingly, Hypothesis H3.1 is accepted. Harwina (2022) and Sartika et al. (2022) highlight the direct influence of competence on performance, while Nurlatifa et al. (2021), Haliah and Nirwana (2019), and Hasibuan and Hasibuan (2022) emphasize the role of good governance in improving performance outcomes. Taken together, these findings suggest that competence yields stronger and

more consistent performance outcomes when it is embedded within governance structures that standardize procedures, strengthen accountability, and institutionalize professional practices. Wijesekera and Fernando (2022) developed a governance-related engagement scale linked to strength and dedication, and Wushe and Shenje (2019) also affirm the positive effect of engagement on public service delivery. Collectively, this body of evidence reinforces good governance as a critical mediating mechanism that translates individual competence into improved organizational performance.

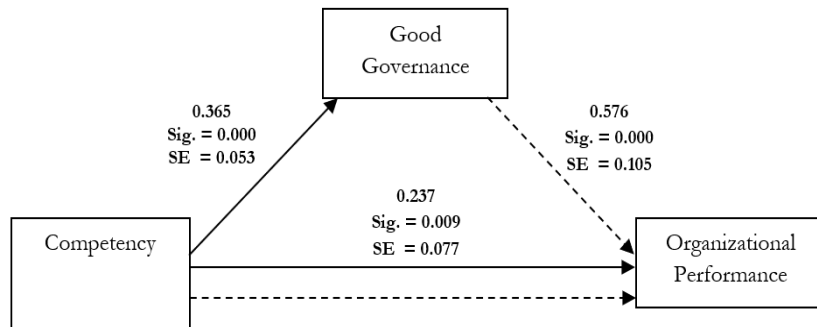


Figure 4. The results of the effect of competency on Organizational Performance mediated by Good Governance (Primary Data Processed, 2025)

This finding is consistent with the studies of Nurlatifa et al. (2021) and Haliah & Nirwana (2019), which demonstrate that governance mechanisms enhance the translation of individual capabilities into organizational outcomes. At the same time, it extends the findings of Harwina (2022) and Sartika et al. (2022) by showing that the effect of competence on performance is not purely direct, but operates more effectively through governance structures, particularly in high-discretion environments such as policing.

The results of the effect of integrity on organizational performance through the mediation of good governance, as assessed using the Sobel test, are presented in Figure 5 below.

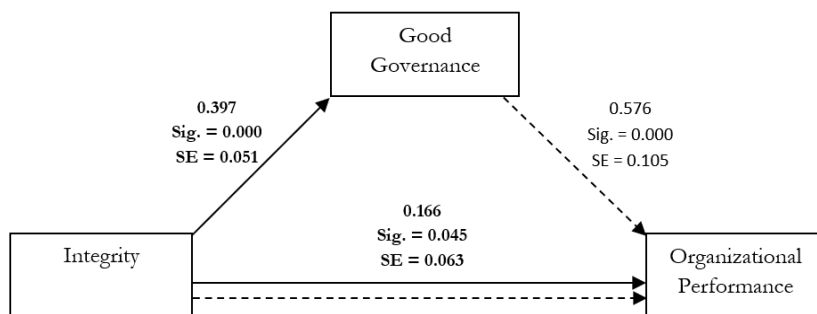


Figure 5. The results of the effect of integrity on Organizational Performance mediated by Good Governance (Primary Data Processed, 2025)

The Sobel test results indicate a significant statistic of 4.484 at $\alpha = 0.000$, confirming that good governance mediates the relationship between integrity and organizational performance. Accordingly, Hypothesis H3.2 is accepted. Integrity is a strong predictor of work performance in self-managed teams, aligning with the findings of Rosli et al. (2015) and Bakar et al. (2018), who emphasize the role of ethical leadership in fostering positive behavior and improving performance. This result suggests that integrity alone is insufficient to guarantee performance improvements unless it is institutionalized through governance mechanisms that formalize ethical standards, strengthen supervision, and enforce accountability. Survey evidence further shows that quality practices and governance enhance organizational outcomes, particularly in fulfilling stakeholder and customer

needs. Taken together, these findings highlight how integrity, when supported by effective governance structures, is translated into improved organizational performance and overall effectiveness.

This result is consistent with Bakar et al. (2018) and Rosli et al. (2015), who emphasize the importance of ethical behavior in enhancing performance, and with Haliah & Nirwana (2019), who highlight the role of governance in institutional effectiveness. However, this study extends prior evidence by demonstrating that integrity influences performance more effectively when mediated by governance mechanisms that institutionalize ethical standards into formal organizational processes.

The results of the effect of work placement on organizational performance through the mediation of good governance, as assessed using the Sobel test, are presented in Figure 6.

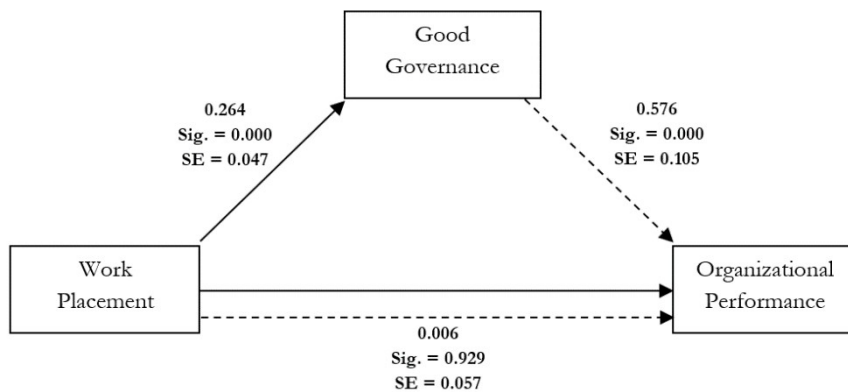


Figure 6. The results of the effect of work placement on Organizational Performance mediated by Good Governance (Primary Data Processed, 2025)

The Sobel test results presented in Figure 6 yield a significant statistic of 3.924 at $\alpha = 0.0000868$, indicating that good governance mediates the relationship between work placement and organizational performance. Accordingly, Hypothesis H3.3 is accepted. Work placement involves assigning personnel to new positions through official appointments and updated job descriptions. Human Resource Managers may therefore need to provide briefings on new roles, rights and responsibilities, job expectations, and performance standards, while career performance evaluations require periodic assessments of personnel in their assigned roles (Yapa, 2024). The mediating effect identified in this analysis helps explain why work placement did not exhibit a significant direct effect on organizational performance in the structural model. Specifically, the performance impact of placement decisions materializes primarily when governance mechanisms ensure transparency in placement processes, clarity of roles, and consistent performance monitoring. With the effective implementation of good governance, personnel placement is more closely aligned with individual qualifications and organizational needs, thereby enabling placement decisions to translate into sustained improvements in organizational performance. This finding emphasizes the crucial role of good governance in ensuring that work placement contributes meaningfully and durably to organizational effectiveness.

This finding contrasts with prior studies such as Jones et al. (2017), which report a direct effect of job placement on performance, and instead supports the view that placement outcomes are conditional upon institutional factors. It is more closely aligned with governance-based perspectives (Nurlatifa et al., 2021; Haliah & Nirwana, 2019), which emphasize that organizational effectiveness depends on how administrative decisions are embedded within formal governance systems.

4.5.4. Moderating Effect of Organizational Citizenship Behavior on Good Governance Practices-Organizational Performance Relationship

To evaluate whether organizational citizenship behavior (OCB) strengthens the influence of good governance on performance, the interaction between these two variables was incorporated into the structural model. The results of the moderation test are shown in Table 9.

The statistical results indicate that organizational citizenship behavior (OCB) has a positive and significant effect on organizational performance ($p = 0.0021$), with an effect size of 0.193, indicating that approximately 19.3% of the variation in performance is explained by discretionary citizenship behaviors. These findings are consistent with the structural results reported in Table 9, where the direct effect of OCB on performance is also positive and significant (Estimate = 0.597, C.R. = 4.804, $p = 0.0001$). Substantively, this result suggests that voluntary, prosocial behaviors constitute an important behavioral resource that enhances organizational effectiveness beyond formal role requirements. When viewed alongside the earlier results in Table 8 regarding the effects of competence and integrity on performance, the combined evidence underscores the importance of individual behavioral attributes in shaping organizational outcomes, particularly in settings where coordination and cooperation are critical for effective service delivery.

Hypothesis: Moderating Effect			Estimate	S.E.	P-value	Remark	
H2.4	Organizational_Performance	<---	Organizational_Citizenship_Behavior	0.597	0.124	0.0001	Supported
H2.5	Organizational_Performance	<---	Good_Governance	0.607	0.154	0.0001	Supported
H4	Organizational_Performance	<---	Interaction (GG*POK)	0.301	0.035	0.0001	Supported

Table 9. Hypothesis Testing Results for Moderating Effect (Primary Data Processed, 2025)

This finding is consistent with Taamneh et al. (2018), Raharjo et al. (2019), and Batilmurik et al. (2020), who emphasize the role of OCB in improving teamwork, coordination, and organizational effectiveness. At the same time, it extends prior studies by demonstrating that OCB contributes not only to individual or team-level outcomes, but also to broader organizational performance within policing contexts characterized by high interdependence and operational complexity.

The moderation analysis further examines whether organizational citizenship behavior (OCB) strengthens the influence of good governance on organizational performance. As reported in Table 9, good governance has a positive and significant effect on performance (Estimate = 0.607, C.R. = 4.598, $p = 0.0001$), while the interaction term between OCB and good governance also yields a significant positive effect (Estimate = 0.301, C.R. = 8.598, $p = 0.0001$). These results support Hypothesis H4 and confirm that OCB functions as a moderator in the relationship between good governance and organizational performance.

This result is consistent with Yakoobi and Weisberg (2020), who highlight that employees with higher levels of OCB are more likely to internalize organizational norms and strengthen institutional processes. However, the present study extends this evidence by empirically demonstrating the moderating role of OCB in amplifying the governance–performance relationship, particularly within public sector organizations.

This finding demonstrates that governance mechanisms do not operate in isolation, but require behavioral reinforcement to be fully effective in practice. The effectiveness of governance mechanisms is contingent upon the level of discretionary and cooperative behavior among officers. When OCB is high, governance practices are more effectively internalized and translated into performance improvements. From the perspective of Agency Theory and Bureaucratic Reform Theory, the findings indicate that formal governance structures emphasizing transparency and accountability become more effective when supported by voluntary cooperation, mutual support, and proactive engagement among personnel. This result provides strong evidence that OCB functions as a behavioral amplifier, strengthening the influence of governance on performance under conditions of high discretionary engagement. From a theoretical perspective, this finding contributes to the literature by clarifying that governance effectiveness is not solely determined by formal institutional arrangements, but also depends on behavioral conditions that enable the internalization of governance principles.

Personnel who demonstrate strong organizational citizenship behavior—such as voluntarily assisting colleagues, maintaining cooperative relationships, and contributing beyond formal job responsibilities—play an important role in strengthening the influence of governance practices on organizational performance. This moderating effect complements the earlier findings reported in Table 8, where good governance independently showed a significant positive effect on performance, by indicating that supportive behavioral conditions among personnel

further reinforce the effectiveness of governance mechanisms. From a practical standpoint, these findings suggest that law enforcement institutions should actively promote a supportive organizational climate that encourages voluntary cooperation, mutual trust, and prosocial engagement, as these behaviors enhance the effectiveness of governance systems in achieving performance outcomes.

Taken together, these results suggest that OCB not only contributes directly to improved organizational outcomes but also strengthens the impact of governance practices on performance. This dual role highlights OCB as a critical behavioral factor that enhances the effectiveness of institutional governance in law enforcement organizations. From a cultural perspective, particularly in contexts characterized by relatively high-power distance, hierarchical authority and respect for institutional rules often shape organizational interactions and behavioral expectations. In such environments, cooperative and supportive behaviors among personnel can further reinforce governance structures, making accountability and procedural discipline more effective in improving organizational performance.

This interpretation is consistent with prior studies (Taamneh et al., 2018; Raharjo et al., 2019; Batilmurik et al., 2020), while also extending the literature by demonstrating that OCB plays a dual role as both a direct determinant and a moderating mechanism within governance-based performance models.

4.6. Research Contribution and Implications

The results of this study contribute to public administration, governance, and policing research by demonstrating that competence, integrity, and job placement significantly enhance the implementation of good governance, while both governance practices and organizational citizenship behavior (OCB) play central roles in shaping police performance. By explicitly modeling governance as a mediating mechanism and OCB as a moderating condition, this study clarifies how individual attributes are translated into organizational outcomes through institutional and behavioral pathways. This integrated mediating–moderating framework represents a key contribution by providing a more comprehensive explanation of how performance is jointly shaped by structural and behavioral factors within public sector organizations.

These findings reinforce Agency Theory, which explains performance gaps as a result of principal–agent misalignment that can be reduced through stronger competence and ethical responsibility (Jensen & Meckling, 1976; Maggetti & Papadopoulos, 2016). However, this study extends Agency Theory by demonstrating that governance mechanisms do not merely control agent behavior, but actively structure how individual capabilities are converted into organizational performance outcomes. Beyond traditional agency control assumptions, the results indicate that governance operates as an active institutional mechanism that institutionalizes individual capabilities into standardized and sustainable performance outcomes.

The results also support Bureaucratic Reform Theory, which emphasizes transparency, merit systems, and institutional restructuring as foundations for improved public sector performance (Funck & Karlsson, 2020; Verger et al., 2019; Dahlström & Lapuente, 2022). Importantly, this study refines reform theory by showing that bureaucratic modernization alone is insufficient unless governance mechanisms are effectively embedded in day-to-day operational practices and reinforced by supportive behavioral conditions. In this regard, the findings refine reform theory by showing that bureaucratic modernization achieves performance gains only when governance mechanisms are embedded in daily operational practices.

The confirmation that good governance mediates the effects of competence, integrity, and job placement advances earlier findings by Haliah and Nirwana (2019) and Nurlatifa et al. (2021), who highlighted governance as a mechanism linking internal organizational attributes to institutional outcomes. This study is consistent with these prior findings, but extends them by providing stronger empirical evidence that governance functions as a central mediating mechanism, particularly in high-discretion environments such as policing organizations.

This study extends prior evidence by demonstrating that such mediation is particularly salient in policing organizations, where high discretion and public accountability require governance systems that regulate behavior, enforce ethical standards, and ensure operational consistency. The results also validate the importance of OCB, showing that it not only directly improves organizational performance but also strengthens the effectiveness of governance mechanisms by reinforcing cooperation, initiative, and discretionary support among officers. Our

findings are consistent with Barnard (2018), Taamneh et al. (2018), Raharjo et al. (2019), and Batilmurik et al. (2020), which emphasize the role of OCB in enhancing collaboration, coordination, and service effectiveness in public institutions. However, this study extends the literature by demonstrating that OCB serves a dual function—both as a direct determinant of organizational performance and as a moderating mechanism that strengthens the effectiveness of governance practices within performance models.

Practically, these findings underscore the need for the Indonesian National Police to strengthen competence development, integrity cultivation, and strategic personnel placement to improve governance quality. However, the results suggest that investments in individual capacity-building will have limited impact unless accompanied by robust governance frameworks that embed accountability, transparency, and responsiveness into organizational processes. The study also highlights that sustained improvements in police performance require governance systems that are consistently implemented and monitored, consistent with the arguments of Bakar et al. (2022) and Syamsir (2020).

More importantly, the findings suggest that policy interventions should not focus solely on individual capacity-building, but must also prioritize the institutionalization of governance systems and the cultivation of supportive organizational behaviors. In addition, the significant moderating role of OCB implies that police leaders should actively foster a supportive organizational climate that encourages voluntary cooperation, mutual trust, and prosocial engagement, as these behaviors amplify the performance effects of governance practices. From a managerial perspective, this implies that leadership strategies should integrate formal governance reforms with efforts to build a cooperative and ethically driven organizational culture, ensuring that both structural and behavioral dimensions of performance are addressed simultaneously. Collectively, the study provides a comprehensive evidence base for reform initiatives aimed at improving professionalism, governance quality, and service outcomes within the Indonesian National Police.

5. Conclusions

This study investigated how competence, integrity, job placement, good governance, and organizational citizenship behavior (OCB) shape the performance of the Aceh Regional Police within the Indonesian National Police, using a mediating and moderating Structural Equation Modeling (SEM) framework. The findings demonstrate that competence and integrity consistently enhance both the implementation of good governance and organizational performance. Job placement contributes positively to governance quality but does not exert a direct effect on performance. Good governance emerges as the most influential determinant of performance, functioning not only as a direct driver of organizational outcomes but also as a central mediating mechanism that channels the effects of competence, integrity, and job placement into sustained performance improvements. In addition, OCB shows a positive direct effect on performance and significantly strengthens the governance-performance relationship, confirming its role as a critical behavioral mechanism in public-sector organizations.

These results provide clear theoretical contributions. First, the mediating role of good governance refines Agency Theory by empirically demonstrating that governance mechanisms operate as active institutional instruments that reduce agency risks and translate individual capabilities and ethical orientations into collective organizational outcomes, rather than merely serving as passive control structures. Second, the findings extend Bureaucratic Reform Theory by showing that transparency, accountability, and procedural discipline are not only reform ideals, but also practical channels through which individual attributes are institutionalized into performance in law enforcement settings. Third, the moderating role of OCB advances behavioral perspectives in public administration by illustrating that the effectiveness of formal governance systems is contingent upon discretionary, cooperative, and prosocial behavior. Together, these insights integrate governance, behavioral, and performance perspectives into a coherent explanatory framework that is particularly relevant for policing organizations characterized by high discretion, ethical risk, and public scrutiny. Taken together, these contributions provide a more integrative explanation of how institutional and behavioral mechanisms jointly shape performance outcomes in complex public-sector environments.

The findings of this study also carry important practical implications. Within the Aceh Regional Police, the results indicate the need to strengthen officer competence and integrity through systematic professional training, ethics development initiatives, and merit-based career management. Strengthening governance

arrangements—particularly accountability systems, transparent decision-making processes, and responsive service standards—can further enhance institutional performance. The results also highlight that encouraging Organizational Citizenship Behavior through supportive leadership and collaborative work environments may reinforce the effectiveness of governance reforms. More broadly, these findings suggest that performance improvement strategies in public-sector organizations should not rely solely on individual capacity-building, but must also prioritize the institutionalization of governance systems and the cultivation of supportive organizational behaviors. Beyond the Aceh Regional Police, these insights may also inform other policing organizations and public sector institutions seeking to improve performance through stronger alignment between governance mechanisms and behavioral attributes.

Despite its contributions, this study has several limitations. The reliance on self-reported data may introduce perceptual bias, and the cross-sectional design limits causal inference over time. The focus on a single regional police institution also constrains the generalizability of the findings. Moreover, variables such as leadership style, organizational culture, and external institutional pressures were not incorporated into the model. In addition, the study is context-specific and may not fully capture variations in governance structures and behavioral dynamics across different institutional or national settings, which may influence the applicability of the findings.

Future research could address these limitations by employing longitudinal designs, comparative analyses across different police units or public-sector organizations, and mixed-methods approaches that integrate qualitative insights. Further studies may also explore additional mediating or moderating mechanisms—such as ethical leadership, digital governance, or psychological empowerment—to deepen understanding of how governance and behavioral factors interact to shape performance in law enforcement institutions.

Future studies are also encouraged to examine cross-country or cross-institutional comparisons to test the robustness of the proposed framework in different governance environments, as well as to investigate dynamic interactions between governance and behavioral variables over time.

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Authors' contributions

Dedy Darwinsyah: conceptualization, methodology, investigation, writing – original draft preparation, acquisition of funds.

Muhammad Adam: supervision, validation, writing – review and editing, project administration.

Mukhlis Yunus: formal analysis, software, data curation, visualization.

Hafasnuddin Hafasnuddin: supervision, resources, research design refinement.

Data availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

Use of Artificial Intelligence

The authors declare that artificial intelligence tools were used solely to assist in improving the clarity and quality of language in this manuscript. All conceptual development, data analysis, interpretation of results, and conclusions were conducted independently by the authors. No AI tools were used to generate data, analyses, or substantive content of the study.

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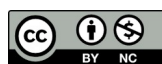
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