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Well-Being, Psychological Capital and Job Crafting as Determinants of Organizational Commitment Among Narcotics Investigation Police Personnel

Rusmardi Rusmardi[1], Renil Septiano[2]
[1]Sekolah Tinggi Ilmu Ekonomi KBP, Padang, West Sumatra, Indonesia, rusmardi1975@gmail.com
[2]Sekolah Tinggi Ilmu Ekonomi KBP, Padang, West Sumatra, Indonesia, renil.lecturer@gmail.com

Corresponding Author: renil.lecturer@gmail.com[2]

Abstract: This study examines the effects of well-being, psychological capital, and job crafting on organizational commitment among personnel of the Directorate of Narcotics Investigation of the West Sumatra Regional Police. The study employed a quantitative explanatory design using a survey method. The population consisted of all 49 personnel, and the study applied saturated sampling so that the entire population was included as respondents. Data were collected through questionnaires and analyzed using multiple linear regression with IBM SPSS 26. The results show that well-being has a positive and significant effect on organizational commitment, psychological capital also has a positive and significant effect and emerges as the strongest predictor, and job crafting has a positive and significant effect on organizational commitment. Simultaneously, the three variables significantly affect organizational commitment, with an Adjusted R Square value of 0.912. These findings indicate that organizational commitment in a high-pressure police unit is strengthened when employee well-being, psychological capital, and proactive work behavior are managed in an integrated manner.

Keywords: Well-Being, Psychological Capital, Job Crafting, Organizational Commitment, Police Personnel.

INTRODUCTION

Organizational commitment is one of the most important behavioral foundations for institutional stability, sustainable performance, and employee loyalty. In public organizations, commitment does not merely reflect a desire to remain in an institution, but also indicates emotional attachment, willingness to contribute, and acceptance of organizational goals. The issue becomes especially critical in police institutions, where personnel operate under high work pressure, operational risk, public scrutiny, and strict procedural demands. In such settings, weak organizational commitment may reduce discipline, lower service quality, and weaken institutional credibility, whereas strong commitment supports professionalism, perseverance, and responsibility in carrying out demanding tasks (Choi et al., 2020; Zvobgo et al., 2022).

The Directorate of Narcotics Investigation of the West Sumatra Regional Police provides a highly relevant context for examining organizational commitment. Personnel in this unit are

responsible for preventing, investigating, and prosecuting narcotics-related crime. Their work involves high mobility, exposure to criminal networks, safety risks, and intense pressure to achieve investigative targets. Under such conditions, organizational commitment is not simply a desirable attitude, but a strategic requirement for maintaining operational effectiveness and continuity (Fauzi et al., 2024; Sidabutar et al., 2024; Yoserwan et al., 2023).

Preliminary data collected by the researcher in 2025 indicated that organizational commitment among personnel had not yet reached an ideal level. Only 58 percent of personnel reported being proud to belong to the unit, 45 percent felt it would be difficult to leave because they considered themselves valuable in the organization, and 52 percent felt a moral obligation to remain. The same preliminary survey also revealed motivational and psychological concerns: 40 percent of personnel reported often feeling less motivated, 35 percent admitted that they rarely took initiative to improve performance, and 60 percent perceived that organizational support for their well-being was still lacking. These initial findings suggest that organizational commitment may be linked to broader psychological and behavioral conditions rather than to structural attachment alone (B. Chen et al., 2022; Hanum & Meliala, 2023; Tsapnidou et al., 2025).

This study focuses on three determinants that are highly relevant to the Ditresnarkoba context: well-being, psychological capital, and job crafting. Well-being matters because personnel working under sustained pressure require psychological, emotional, social, and physical stability in order to function effectively. Psychological capital is also important because police work demands confidence, hope, resilience, and optimism in dealing with uncertainty and risk. Job crafting, meanwhile, reflects the proactive capacity of personnel to shape their work in ways that better fit their strengths, resources, and sense of meaning. Together, these three factors represent an integrated framework that links personal well-being, internal psychological resources, and proactive work behavior to organizational commitment (P. Chen & Wu, 2022; Tehrani & Hesketh, 2024; Tisu & Vîrgă, 2023).

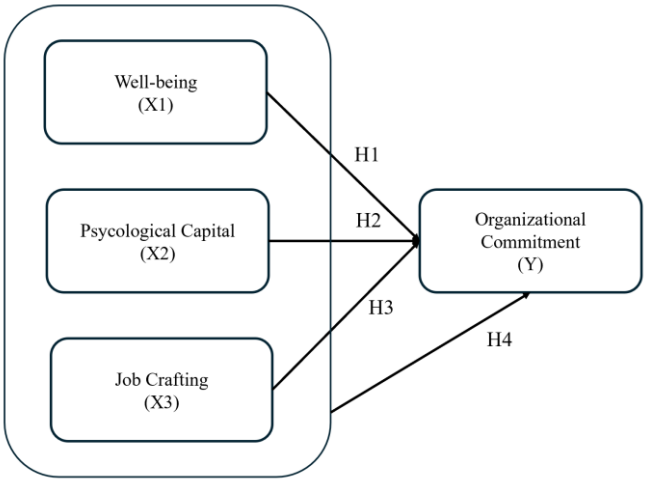
Prior studies support the relevance of these relationships. Psychological capital has been shown to strengthen organizational commitment and positive employee outcomes, while well-being is closely associated with productivity, resilience, and job quality (Krekel et al., 2019; Nguyen et al., 2024). Job crafting has also been linked to more positive work experiences, employability, and stronger attachment to work roles (Signore et al., 2023; Zhang & Parker, 2022). In policing and other high-stress occupations, stress reduction, psychological resources, and proactive work redesign have all been highlighted as important for sustaining positive work attitudes and functioning (Bhagat Singh et al., 2025; Hung, 2026; Wu et al., 2025).

However, existing studies still leave an important gap. Much of the prior evidence examines these variables separately rather than simultaneously, and most research contexts are drawn from general organizations, corporate settings, or broad public administration rather than specialized police units. Studies focusing specifically on narcotics investigation personnel remain very limited, even though this setting has distinctive psychological, operational, and relational pressures. This study therefore contributes by testing well-being, psychological capital, and job crafting together as determinants of organizational commitment in a high-risk police unit (Piotrowski et al., 2021; Purwito et al., 2025).

Based on this background, the study addresses four questions: whether well-being affects organizational commitment, whether psychological capital affects organizational commitment, whether job crafting affects organizational commitment, and whether the three variables simultaneously explain organizational commitment among Ditresnarkoba personnel. The findings are expected to contribute both theoretically, by enriching organizational behavior research in high-risk public institutions, and practically, by informing personnel management strategies in police organizations (Hung, 2026; Meijerink et al., 2020).

This study extends the literature in three ways. First, it places organizational commitment as the main dependent variable in a high-risk police setting, rather than focusing only on job

satisfaction, engagement, or performance. Second, it examines the simultaneous effects of well-being, psychological capital, and job crafting in a single explanatory model. Third, it provides contextual evidence from the Directorate of Narcotics Investigation of the West Sumatra Regional Police, a unit characterized by high work pressure, operational risk, and strong institutional demands. These contributions are expected to enrich organizational behavior and human resource management research while offering practical implications for strengthening commitment in police institutions.



Source: Developed by the authors, 2026

Figure 1. Conceptual Framework

METHOD

This study employed a quantitative explanatory design using a survey method (Septiano et al., 2025; Sugiyono, 2021). The research was conducted at the Directorate of Narcotics Investigation of the West Sumatra Regional Police. The population consisted of all 49 personnel, and the study applied saturated sampling, meaning that the entire population was included as respondents. This approach was considered appropriate because the population size was limited and fully accessible to the researcher. Accordingly, the findings provide a comprehensive explanation of the relationships among variables within the studied unit, although their broader generalization to other police institutions should still be made with caution. Data were collected through structured questionnaires and analyzed using multiple linear regression with IBM SPSS 26. The analysis covered validity and reliability testing, classical assumption testing, t tests, the F test, and the coefficient of determination.

The study examined three independent variables, namely well-being, psychological capital, and job crafting, and one dependent variable, organizational commitment. Well-being was operationalized through indicators such as psychological calmness, stress management, emotional stability, positive social relations, supportive physical condition, job satisfaction, and perceived balance between work and personal life. Psychological capital covered self-efficacy, hope, resilience, and optimism. Job crafting represented proactive efforts to adjust work methods, seek resources, take meaningful challenges, build supportive relations, and reduce hindering job aspects. Organizational commitment was measured through affective, continuance, and normative commitment dimensions.

Primary data were collected through a closed-ended questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. The instrument development followed four steps: identifying the constructs from the literature, formulating contextually relevant indicators for Ditresnarkoba personnel, transforming those indicators into questionnaire items, and testing the instrument through validity and reliability analysis after data collection. Item validity was assessed through corrected item–total correlation, and all

items met the minimum requirement of 0.30. Reliability was examined with Cronbach's alpha, and all variables exceeded the 0.70 threshold.

Data analysis was conducted in several stages. First, descriptive analysis and respondent achievement level analysis were used to portray respondent characteristics and the tendency of responses on each variable. Second, classical assumption tests were applied, including normality, multicollinearity, and heteroscedasticity tests. Third, multiple linear regression analysis was used to estimate the direct effects of well-being, psychological capital, and job crafting on organizational commitment. Hypotheses were tested using the t test for partial effects, the F test for simultaneous effects, and the coefficient of determination to assess explanatory power. All inferential analyses were performed with IBM SPSS 26.

RESULTS AND DISCUSSION

The empirical analysis is presented in five parts: respondent profile, descriptive profile of the main variables, model feasibility, hypothesis testing, and substantive interpretation of the findings in relation to prior literature and the specific context of Ditresnarkoba Polda Sumatera Barat.

Table 1. Respondent Profile

Category	Group	Frequency	Percentage
Age	21–30 years	4	8%
	31–40 years	23	47%
	41–50 years	15	31%
	51–60 years	7	14%
Gender	Male	41	84%
	Female	8	16%
Education	Senior high school	18	37%
	Diploma	0	0%
	Bachelor	26	53%
	Master	5	10%
Tenure	< 10 years	14	29%
	10–20 years	22	45%
	21–30 years	12	24%
	31–40 years	1	2%

Source: Primary data processed, 2026.

As shown in Table 1, the respondent profile was dominated by personnel aged 31–40 years, which indicates that the sample mainly represented individuals in their mature and productive career stage. The respondents were also predominantly male, reflecting the operational composition of the police unit, while educational backgrounds were concentrated at the senior high school and bachelor levels. In addition, most personnel had between 10 and 20 years of tenure, suggesting that the sample included members with considerable institutional experience. This profile is important because perceptions of well-being, psychological capital, job crafting, and organizational commitment are likely to be shaped by sustained exposure to the demands of police work.

Table 2. Descriptive profile and reliability summary

Construct	Items	Mean	TCR (%)	Cronbach's alpha	Interpretation
Organizational commitment	9	2.96	59.23	0.977	Low
Well-being	18	3.98	79.55	0.983	Moderate
Psychological capital	12	3.04	60.85	0.974	Low
Job crafting	15	4.00	79.90	0.986	Moderate

Source: Primary data processed, 2026

The descriptive profile in Table 2 provides two important insights. First, organizational commitment and psychological capital were still perceived at a relatively low level, both with TCR values around 60 percent. Second, well-being and job crafting were rated more positively, although they had not yet reached an ideal level either. This means that, despite some positive working conditions and proactive tendencies, the broader psychological and organizational foundation of commitment had not become fully consolidated among personnel. From the measurement perspective, however, the instrument quality was strong. Cronbach's alpha ranged from 0.974 to 0.986 across the independent variables and reached 0.977 for organizational commitment, indicating excellent internal consistency. All questionnaire items were also reported as valid based on corrected item–total correlation.

The descriptive pattern is substantively meaningful. It shows that high organizational commitment cannot be assumed merely because personnel work in a formal and disciplined institution. In fact, the initial survey already suggested that pride in the organization, perceived organizational value, and moral obligation to remain were not fully optimal. The lower descriptive profile of commitment therefore aligns with the concern that, in high-risk police settings, commitment must be actively sustained through supportive psychological and organizational conditions rather than taken for granted as a by-product of hierarchy alone.

Before conducting regression analysis, the classical assumptions were examined. The Kolmogorov–Smirnov significance value was above 0.05, indicating normally distributed residuals. Multicollinearity was not present because all tolerance values exceeded 0.10 and all VIF values were close to 1. The heteroscedasticity test also indicated that the variance of residuals remained stable. These results confirmed that the regression model was statistically appropriate for hypothesis testing.

Table 3. Regression results

Predictor	B	t	Sig.	Decision
Well-being	.203	4.541	.000	Supported
Psychological capital	.391	7.585	.000	Supported
Job crafting	.209	4.036	.000	Supported

Source: IBM SPSS 26 output, 2026

The multiple regression results indicate that all three predictors have positive coefficients, which means that better well-being, stronger psychological capital, and higher job crafting are all associated with stronger organizational commitment. The regression equation is $Y = -7.912 + 0.203X1 + 0.391X2 + 0.209X3 + e$. Among the three predictors, psychological capital has the largest coefficient, indicating that it is the most influential explanatory factor in the present model. The simultaneous test also confirms that the model is statistically significant, with $F = 166.701$ and $p < 0.001$. In addition, the model produces an Adjusted R Square value of 0.912, indicating that 91.2 percent of the variance in organizational commitment can be explained by well-being, psychological capital, and job crafting, while the remaining variance is influenced by other factors outside the model.

This level of explanatory power is unusually high for a social and organizational study. In this context, the result can be understood because the three predictors belong to a closely related domain of employee psychology and proactive work behavior. Well-being represents the condition of personal functioning, psychological capital represents internal psychological strength, and job crafting represents proactive adaptation at work. Together, these variables closely map the psychological processes through which organizational attachment develops.

The first hypothesis proposed that well-being would positively affect organizational commitment, and the result supports this expectation. Personnel who feel psychologically calmer, more emotionally stable, and better supported in their work lives are more likely to remain attached to the organization. This finding is highly plausible in the Ditresnarkoba setting, where personnel face intense operational pressure and safety risks. Under such

circumstances, organizational commitment is difficult to maintain if personnel experience sustained distress or psychological depletion. The result is therefore consistent with well-being research showing that a healthier psychological condition enhances the quality of work attitudes and strengthens long-term attachment to the workplace (Diener et al., 2018; Krekel et al., 2019). It also supports the argument that employee well-being is not merely a welfare issue, but a strategic managerial foundation for institutional commitment in high-risk public organizations.

The second hypothesis concerned psychological capital, and this variable emerged as the most dominant predictor of organizational commitment. This is one of the most important findings of the study. In a narcotics investigation unit, personnel are expected to make quick decisions, persist under pressure, recover from setbacks, and maintain confidence while confronting uncertainty. These capacities closely correspond to self-efficacy, hope, resilience, and optimism, which together form psychological capital. The stronger the psychological capital of personnel, the more likely they are to remain loyal, stable, and committed to the organization. This finding is consistent with recent literature indicating that psychological capital predicts positive employee outcomes, including stronger organizational attachment and better functioning under stress (Fauzi et al., 2024; Nguyen et al., 2024). For Ditresnarkoba, the result suggests that internal mental resources are not simply supplementary qualities, but central drivers of commitment.

The prominence of psychological capital can also be interpreted through the nature of police work. In high-risk institutions, formal rules and structures can direct behavior, but they cannot fully substitute for the inner psychological resources required to face uncertainty, danger, and repeated work demands. Personnel with high psychological capital are more likely to see difficulties as manageable, setbacks as temporary, and organizational demands as challenges rather than threats. This internal interpretive strength reinforces commitment because it allows individuals to stay psychologically invested in the institution even when external pressures are substantial. For management practice, this implies that interventions aimed at strengthening self-confidence, hope, resilience, and optimism may have especially large returns in sustaining organizational commitment.

The third hypothesis proposed that job crafting would positively affect organizational commitment, and the result confirms this proposition. Personnel who actively seek more effective ways of working, shape their work relations, align tasks with their strengths, and reduce unproductive hindrances tend to feel more connected to the organization. This finding suggests that organizational commitment is supported not only by how personnel are treated, but also by how actively they engage with and reconstruct their work. Job crafting matters because it transforms work from a fixed obligation into a more meaningful and manageable experience. This interpretation is consistent with the contemporary view that job crafting promotes well-being, employability, and positive work experience by enabling employees to become proactive architects of their roles (B. Chen et al., 2022; Signore et al., 2023). In Ditresnarkoba, where rigid demands may otherwise narrow employee discretion, even moderate room for proactive adjustment appears to strengthen institutional attachment.

The combined effect of the three predictors is theoretically meaningful. The findings indicate that organizational commitment among Ditresnarkoba personnel is not built by one factor alone, but by the interaction of healthy functioning, positive psychological resources, and proactive work behavior. Personnel are more committed when they feel psychologically well, when they possess mental capital to face pressure, and when they have the capacity to shape work in constructive ways. This pattern supports a holistic reading of commitment formation in high-pressure public organizations. In practice, it means that policies aimed only at control, hierarchy, or administrative compliance will be insufficient if they are not supported by initiatives that enhance well-being, develop psychological capital, and encourage proactive work redesign.

The findings also carry several practical implications. First, well-being should be strengthened through organizational support that reduces excessive stress and sustains psychological stability. Second, psychological capital should be treated as a strategic priority because it was the strongest determinant in the model. Training, coaching, and supportive leadership can be used to foster self-efficacy, hope, resilience, and optimism. Third, job crafting should be encouraged by giving personnel appropriate room to improve work processes, seek resources, and build more meaningful work patterns. Taken together, these interventions can provide an integrated route to strengthening organizational commitment in the narcotics investigation unit.

CONCLUSION

This study concludes that well-being, psychological capital, and job crafting all have positive and significant effects on organizational commitment among personnel of the Directorate of Narcotics Investigation of the West Sumatra Regional Police. Psychological capital emerges as the most dominant predictor, indicating that the commitment of personnel in a high-pressure police institution depends strongly on positive psychological resources such as confidence, hope, resilience, and optimism. Well-being contributes by preserving psychological stability and functional readiness, while job crafting contributes by enabling personnel to shape their work in a more meaningful and proactive way. Simultaneously, the three predictors form a very strong explanatory model, with an Adjusted R Square of 0.912. This study contributes to organizational behavior and human resource management research by showing that organizational commitment in a formal and high-risk law-enforcement setting is shaped by the combined role of well-being, positive psychological capital, and proactive work behavior. In practical terms, police institutions need to strengthen commitment not only through structural control, but also through integrated efforts to improve well-being, build psychological capital, and support job crafting. Future research is recommended to test the model in broader law-enforcement contexts and include additional variables such as leadership, organizational support, and workload.

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