Unlocking Police Performance: The Mediating Role of Organizational Commitment in the Link between Career Development, Cross-Functional Coordination, and Individual Performance

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Abstract. The performance of personnel within the Medical and Health Division (Biddokkes) of the Yogyakarta Regional Police (Polda DIY) plays a crucial role in ensuring effective healthcare delivery while supporting broader institutional objectives. Despite continuous organizational improvements, challenges associated with career development practices and coordination across functional units remain evident, potentially limiting employee performance. This conceptual study examines how career management and cross-functional coordination may contribute to individual performance by emphasizing the mediating role of organizational commitment. Rather than collecting primary empirical data, the study synthesizes relevant literature and organizational behavior theories, particularly Social Exchange Theory, to construct an integrated conceptual framework. The review indicates that transparent career management practices encourage employees to perceive greater organizational support, whereas effective cross-functional coordination strengthens communication, collaboration, and shared responsibility across organizational units. These organizational conditions foster stronger organizational commitment, which subsequently encourages higher work engagement, accountability, and individual performance. The proposed framework offers a theoretical explanation of the mechanisms through which managerial practices influence personnel performance within police healthcare organizations. In addition to extending the existing literature, the framework provides practical guidance for strengthening human resource management by integrating career development initiatives, collaborative work systems, and organizational commitment to achieve sustainable organizational performance.

Keywords: Career Management; Cross-Functional Coordination; Organizational Commitment; Individual Performance; Police Healthcare Services.

1 Introduction

Employee performance is an important aspect of organizational effectiveness, particularly in public institutions where the quality of services can influence public trust. Within the

© The Author(s) 2026
K. Chandra Kirana et al. (eds.), *Proceedings of the International Conference on Business, Economic, and Social Sustainability (ICOBES 2026)*, Advances in Economics, Business and Management Research 409,
https://doi.org/10.2991/978-94-6239-811-5_29

Indonesian National Police (Polri), personnel are required not only to perform law enforcement duties but also to provide various specialized services that require professional competence and reliable organizational support. One of these units is the Medical and Health Division (Biddokkes) of the Yogyakarta Regional Police (Polda DIY), which provides healthcare services, medical support, and operational assistance for police personnel. The range of these responsibilities requires personnel to maintain professional standards while dealing with administrative and operational demands in their daily work [1], [2].

In practice, however, several issues can still be found in Biddokkes Polda DIY. Career advancement, for example, is not always perceived by employees as transparent or clearly connected to their professional development. Opportunities for career development may also differ across positions and functional units. In addition, coordination between functional units can be affected by communication problems and differences in the way information is exchanged. These conditions may create difficulties in completing tasks and responding to organizational needs in a timely manner. Over time, such experiences can influence how employees perceive organizational support and may also affect their commitment and performance. Previous studies have reported similar findings, particularly regarding the relationship between organizational support, workload, organizational commitment, and employee performance [3], [4], [5].

The findings of previous studies, nevertheless, do not always point in the same direction. Organizational commitment has often been identified as an important factor associated with employee performance, including in police organizations. However, some studies indicate that other factors, such as organizational culture, the work environment, and employees' educational background, can also influence performance outcomes [2], [5]. Similar differences can be observed in studies concerning career development. Career management that is structured and perceived as fair may encourage stronger organizational commitment and better performance. On the other hand, the hierarchical characteristics of police organizations may affect how career development policies are implemented and perceived by personnel [1]. Research on cross-functional coordination also provides varying results, particularly in organizations where several functional units have to work together and decisions often need to be made within a relatively short period of time.

The differences in these findings suggest that the relationship among career development, cross-functional coordination, organizational commitment, and employee performance still deserves further examination. This study therefore places organizational commitment as an important mechanism linking organizational practices with employee performance. From the perspective of Social Exchange Theory, employees who experience fair career opportunities and good cooperation between organizational units may develop a stronger sense of attachment to the organization. This positive exchange can encourage employees to contribute more actively to their work and may subsequently be reflected in their performance. Based on this perspective and the findings of previous studies, this paper develops a conceptual framework to examine these relationships in the context of police healthcare organizations, particularly Biddokkes Polda DIY.

2 Literature Review

2.1 Performance Theory

Employee performance is an important part of organizational success because it shows how employees carry out their responsibilities and contribute to the achievement of organizational objectives. In Human Resource Management (HRM), employee performance is generally associated with the extent to which employees are able to complete their duties according to the responsibilities and standards established by the organization [6]. Thus, performance is not only related to the results achieved by employees but also to how work is carried out in accordance with the expectations of the organization.

The importance of employee performance is particularly relevant in public sector organizations, where employees are responsible for providing services to the community and supporting the achievement of institutional objectives. In the Medical and Health Division (Biddokkes) of Polda DIY, personnel have responsibilities that require both professional competence in healthcare services and compliance with the organizational standards of the Indonesian National Police. Personnel are therefore expected to carry out their duties carefully, respond to work demands, and maintain accountability in providing medical and operational support [7]. The combination of professional and organizational responsibilities makes employee performance an important aspect of the effectiveness of Biddokkes Polda DIY.

To determine whether employee performance has been achieved, organizations need indicators that can be observed and measured. The Indonesian Ministry of Health emphasizes that performance indicators should be valid, reliable, relevant, and consistent with the objectives being assessed [8]. Likewise, Mangkunegara [9] identifies several aspects of employee performance, including work quality, work quantity, task implementation, and responsibility. These aspects provide an overview of employee performance not only from the amount of work completed but also from the quality and responsibility demonstrated in carrying out the work. Emron et al. [10] also explain that performance assessment needs to consider both work results and employee behavior in completing their responsibilities. In this sense, performance measurement should provide a balanced view of what employees achieve and how they perform their duties.

Employee performance is also closely related to the interaction between individual characteristics and the conditions provided by the organization. Employees' knowledge, competence, skills, and motivation affect their ability to complete assigned tasks [9]. However, these individual factors may not be sufficient when employees do not receive adequate organizational support. Leadership, communication, work systems, and coordination among units can influence how effectively employees use their capabilities in carrying out their responsibilities. Kasmir [11], emphasizes that good employee performance is supported by the ability of employees as well as the organizational environment in which they work. Therefore, efforts to improve employee performance should consider both employee capabilities and the organizational conditions that support employees in performing their duties.

2.2 Career Development

Career development is an important part of human resource management because it relates to how employees develop their abilities and prepare for future responsibilities within an organization. Career development does not only refer to promotion but also includes various efforts made by organizations to improve employees' competencies, work experience, and opportunities to learn [6],[12]. Through these activities, employees can develop their professional capabilities while organizations can prepare personnel who are able to meet changing work demands. Therefore, career development can serve as a way to connect employees' professional interests with the needs and objectives of the organization.

Previous studies have shown that career development can influence employees' attitudes and their relationship with the organization. Employees who understand the available career opportunities and perceive the promotion process as fair tend to show higher motivation, job satisfaction, and organizational commitment [13], [14], [15]. In contrast, unclear promotion procedures and limited opportunities for professional development can make employees feel that their career prospects are uncertain. Such conditions may reduce their motivation to develop themselves and may also weaken their attachment to the organization. Career development is thus relevant not only to employees' professional growth but also to the way employees respond to the organization.

The implementation of career development is influenced by several factors. Rivai [12] explains that employee performance is one of the considerations in career advancement because it provides an indication of an employee's ability to take on greater responsibilities. In addition, training, education, mentoring, organizational support, and opportunities to gain broader work experience can contribute to career development [13]. The organization also needs to provide clear information about career opportunities and apply promotion policies consistently. Fairness and transparency are particularly important because employees may evaluate career decisions based on whether they feel that the process has been conducted objectively.

Based on these considerations, career development can be assessed through several aspects that describe both the policies provided by the organization and the opportunities experienced by employees. Rivai [12] and Sihite, [16] identify career planning, training opportunities, promotion, job rotation, career information, and fairness in promotion decisions as important aspects of career development. These indicators can be used to examine how far an organization provides opportunities for employees to develop their careers and prepare for greater responsibilities. In the context of this study, career development is therefore viewed as an organizational process that can influence employees' perceptions and attitudes toward their work and organization.

2.3 Cross-functional coordination

Cross-functional coordination refers to the way different functional units work together to achieve shared organizational objectives. In organizations where tasks involve more than one department or area of expertise, coordination is needed to ensure that information, resources, and responsibilities are properly connected [17]. Without adequate coordination, differences in priorities or incomplete information can create overlapping tasks and slow down decision-making. For this reason, coordination between functional units is an important part of organizational processes, particularly when employees need to depend on one another to complete their work.

The need for cross-functional coordination is also apparent in public organizations that provide services involving different areas of responsibility. At the Medical and Health Division (Biddokkes) of Polda DIY, for example, healthcare services and police-related operational support involve medical personnel, administrative staff, and other personnel with different functions. Each unit has its own responsibilities, but the implementation of these responsibilities can be interconnected. Communication and information sharing are therefore important so that personnel understand the situation and requirements of other units. Ruiz-Alba et al. [18] explain that coordination between different organizational functions can support performance by connecting knowledge and expertise from various areas. Habilainen [19] also points to the importance of collaboration in dealing with tasks that cannot be handled effectively by one functional area alone.

Several aspects can be considered when assessing cross-functional coordination. Previous studies have used strategic alignment, teamwork, communication, information sharing, and collaborative decision-making to describe the quality of coordination between functional units [20], [21], [22]. These aspects show whether employees have a common understanding of organizational objectives and whether relevant information can be exchanged when needed.

Cross-functional coordination is also affected by the organizational environment in which employees work. Leadership can support coordination by establishing common objectives and encouraging employees from different functions to communicate and share knowledge [20], [22]. Communication within the organization is equally important because unclear information can create uncertainty about tasks and responsibilities [21]. In this study, cross-functional coordination is therefore understood as the process through which personnel from different functional areas communicate, share information, and work together to support the achievement of organizational objectives.

2.4 Organizational Commitment

Organizational commitment describes the extent to which employees feel attached to the organization and are willing to remain involved in achieving its goals. It is not limited to an employee's intention to stay in an organization, but also reflects the extent to which employees identify with organizational values and are willing to contribute to the organization [23]. Employees with a strong commitment are generally more willing to maintain their efforts and take responsibility for their work because they see their own role as part of the organization's success.

Organizational commitment has been associated with several positive employee outcomes. Previous studies have reported that employees with stronger organizational commitment tend to demonstrate better job performance, stronger Organizational Citizenship Behavior (OCB), and greater work engagement, while showing lower intentions to leave the organization [24], [25]. These relationships indicate that commitment can influence how employees respond to their work and to the organization.

One of the commonly used approaches to understanding organizational commitment is the three-component model developed by Meyer and Allen. The model distinguishes organizational commitment into affective, continuance, and normative commitment [23], [24]. Affective commitment refers to an employee's emotional attachment and identification with the organization. Continuance commitment is related to the consideration of the costs or consequences that may arise if an employee leaves the organization, including the loss of

certain benefits or career opportunities. Normative commitment refers to the feeling of obligation to remain with the organization based on personal values or a sense of responsibility. These three components provide different perspectives on why employees maintain their relationship with an organization.

The development of organizational commitment is influenced by employees' experiences within the organization. Leadership support, fair career policies, clear organizational procedures, effective communication, and a supportive work environment can contribute to positive employee perceptions of the organization [23], [24], [25]. When employees experience fair treatment and adequate support, they may develop greater trust in the organization and become more willing to contribute to its objectives.

In this study, organizational commitment is placed as a mediating variable between career development, cross-functional coordination, and employee performance. Career development can provide employees with opportunities to improve their competencies and plan their professional development, while cross-functional coordination supports cooperation and information exchange among different functional units. Positive experiences with these organizational practices may strengthen employees' attachment to the organization. Stronger organizational commitment is then expected to encourage employees to carry out their responsibilities with greater consistency and contribute to improved performance. This position makes organizational commitment relevant for explaining how organizational practices can be connected to employee performance within the Medical and Health Division (Biddokkes) of Polda DIY.

3 Methodology

This study adopts a conceptual research design to explain the relationships among career management, cross-functional coordination, organizational commitment, and individual performance. Unlike empirical research that relies on primary data, conceptual research focuses on integrating and interpreting existing knowledge to develop a framework that can support further investigation [26]. The study therefore emphasizes theoretical development rather than statistical hypothesis testing by reviewing relevant literature from previous empirical studies, scholarly books, and organizational behavior theories. The selected references are examined to identify recurring findings, theoretical similarities, and differences that may help clarify the research problem and strengthen the proposed framework [27]. The analysis is guided by Social Exchange Theory, which explains that employees may respond to organizational support through positive attitudes and behaviors. From this perspective, career management and cross-functional coordination are considered organizational practices that can strengthen employees' perceptions of support, fairness, and cooperation, which may in turn contribute to stronger organizational commitment and better individual performance. The study consequently examines the relationships between career management and cross-functional coordination with organizational commitment and individual performance, including the potential mediating role of organizational commitment. The resulting conceptual framework is intended to provide a theoretical basis for future empirical research in police organizations and other public sector institutions.

4 Results & Discussion

4.1 The Influence of Career Development on Organizational Commitment

Career development can shape employees' commitment to an organization because opportunities for promotion, training, competency development, and professional growth influence how employees view the organization's support for their future. When career opportunities are provided in a transparent and fair manner, employees are more likely to feel that their contribution and professional development are valued. This argument is supported by Bahar et al. [28] , who found a significant relationship between career development and organizational commitment among police personnel. Hendrawan et al. [29] similarly showed that competency development and continuous training can strengthen employees' commitment by demonstrating organizational investment in their professional growth. Weng and McElroy [30], as cited in [31], also linked organizational career growth with employee loyalty, while Sinaga et al. [32] emphasized the importance of transparent promotion and continuous learning in developing a stronger relationship between employees and their organizations. These findings can be understood through Social Exchange Theory, where employees tend to respond positively when they receive support and valuable opportunities from their organization. Career planning, competency development, and fair promotion can therefore be perceived as forms of organizational support that encourage employees to return this support through stronger commitment and greater willingness to contribute. The role of fairness is also important in this relationship. Prayoga et al.[33] found that fair career development practices increase employees' confidence in organizational decisions, while Reiningsih et al. [34] reported that fair promotion opportunities can strengthen employee retention and organizational attachment. Sopiah [35] further explained that recognizing employees' competencies can contribute to a stronger sense of belonging and commitment to the organization. In the context of the Medical and Health Division (Biddokkes) of Polda DIY, these arguments suggest that career development should be treated as more than an administrative process. Clear career planning, competency-based development, fair promotion, and opportunities for professional learning may strengthen employees' confidence in the organization and their willingness to remain committed to its objectives. Such practices are particularly relevant in supporting the quality of healthcare services and the overall performance of the institution [36], [37].

4.2 The Influence of Cross-Functional Coordination on Organizational Commitment

Cross-functional coordination plays an important role in strengthening organizational commitment because it encourages employees from different functional areas to communicate, share information, and work together in achieving organizational objectives. In this context, coordination across functional boundaries is not only related to the smoothness of organizational processes but also to employees’ psychological attachment to the organization. Empirical studies support this relationship. Buswir and Veri [20] found that collaboration among organizational functions contributes to improved teamwork and employee engagement, which can subsequently strengthen organizational commitment. Kusnadi [21] similarly reported that effective communication and coordination within an organization help employees understand institutional objectives and encourage their commitment to achieving organizational goals. Vasudevan [22] also showed that

collaborative leadership practices can reduce barriers between departments, strengthen interpersonal trust, and encourage employees to contribute beyond their formal responsibilities. This relationship can be explained through Social Exchange Theory, which views positive interactions between employees and organizations as an important basis for reciprocal attitudes and behaviors. When employees experience open communication, opportunities to share knowledge, and support in coordinating their work, they are more likely to perceive the organization as fair and supportive. Similar findings were reported by Cahyaningrum [38], Ezeobi and Ikediugwu [39] , Wahyudi et al. [40], and Smith [41] who emphasized the importance of communication, leadership, and collaboration in creating a supportive organizational environment. In the context of the Medical and Health Division (Biddokkes) of Polda DIY, cross-functional coordination becomes particularly relevant because the delivery of healthcare and supporting services involves medical personnel, administrative staff, and operational police officers. Effective coordination among these groups can facilitate information exchange, minimize operational fragmentation, and strengthen working relationships. Consequently, better cross-functional coordination is expected to contribute to stronger organizational commitment by creating a work environment in which employees can work collaboratively and recognize their role in achieving institutional objectives.

4.3 The Influence of Career Management on Employee Performance

Career management is an important aspect of human resource management because it provides employees with opportunities to develop their competencies and prepare for future responsibilities. Career management is not limited to promotion, but also involves career planning, professional development, training, and opportunities to gain broader work experience. When employees perceive that their career development is supported through clear procedures, fair opportunities, and relevant competency development programs, they are more likely to demonstrate greater effort and responsibility in completing their work. Several previous studies provide support for this relationship. Larasati et al. [42], found that career management contributes positively to employee performance through the development of employee capabilities and workforce effectiveness. Wibowo and Eka [43], similarly reported that career development can increase employee motivation by providing greater clarity regarding career opportunities and future prospects. Lumapow et al. [44] emphasized that systematic career management helps organizations prepare employees to handle more complex responsibilities while maintaining productivity. Purnawati et al. [45] also showed that continuous career development is associated with improved professional discipline and employee performance. Taken together, these findings suggest that career management can influence employee performance by creating conditions that encourage employees to improve their competencies, motivation, and commitment to their work. The relationship can also be understood from the perspective of Social Exchange Theory, which explains that employees tend to respond positively when they perceive that the organization provides meaningful support and investment in their development. Career planning, fair promotion practices, and opportunities for competency improvement may therefore encourage employees to reciprocate through greater work effort, responsibility, and commitment to achieving organizational objectives. In the context of the Medical and Health Division (Biddokkes) of Polda DIY, this aspect is particularly relevant because the quality of healthcare services is closely related to the competence and preparedness of its personnel. Career management supported by competency-based promotion, continuous professional

education, and structured career planning can help personnel develop the capabilities required to perform their duties effectively. Thus, effective career management is expected to support not only individual career development but also improvements in employee performance, service quality, and the achievement of organizational objectives [46].

4.4 The Influence of Cross-Functional Coordination on Employee Performance

Cross-functional coordination is closely related to the way employees carry out their responsibilities, particularly in organizations where the completion of work involves more than one functional unit. Coordination allows employees to obtain the information they need, understand the responsibilities of other units, and adjust their work when tasks are interdependent. In practice, good coordination can prevent misunderstandings, reduce overlapping work, and make the process of completing tasks more efficient. Buswir and Veri [20] found that collaboration between organizational functions supports teamwork and contributes to better organizational performance. A similar relationship was identified by Kusnadi [21] , who showed that communication and coordination between departments help employees understand their responsibilities and facilitate the flow of information needed to complete their work. Vasudevan [22] also highlighted the importance of a collaborative work environment in encouraging employees to exchange knowledge and become involved in solving organizational problems. These findings indicate that coordination is not simply an administrative process, but can directly affect how employees perform their daily duties. The quality of communication is also important in maintaining this process. Cahyaningrum [38] found that supportive managerial communication can create a work environment that encourages employees to perform their duties more effectively. Ezeobi and Ikediugwu [39] similarly emphasized the contribution of constructive communication and appropriate leadership to employee motivation and organizational effectiveness. In addition, Wahyudi et al. [40] showed that transformational leadership can encourage collaboration through trust, shared responsibility, and a common understanding of organizational objectives. Smith [41] further pointed out that effective collaboration across functional boundaries enables organizational knowledge to be utilized more efficiently, which can support innovation and improve performance. The findings from these studies suggest that the contribution of cross-functional coordination to employee performance occurs through clear communication, collaboration, and knowledge sharing. These conditions are consistent with Social Exchange Theory, particularly the idea that employees may respond positively when they experience support, cooperation, and trust in their work environment. This relationship is relevant to the Medical and Health Division (Biddokkes) of Polda DIY because the provision of healthcare services involves personnel with different functions and responsibilities. Medical personnel, administrative staff, and operational police personnel need to coordinate their activities so that information, services, and supporting tasks can be carried out without unnecessary delays or overlaps. Therefore, stronger cross-functional coordination is expected to facilitate the completion of employees' duties and ultimately contribute to better employee performance and more effective healthcare services at Biddokkes Polda DIY.

4.5 The Influence of Organizational Commitment on Employee Performance

Organizational commitment reflects the extent to which employees feel attached to the organization, accept its values, and are willing to maintain their contribution toward organizational objectives. This attachment can influence the way employees approach their work. Employees who have a strong commitment are generally more willing to maintain their

effort, take responsibility for their duties, and remain involved when they face work-related difficulties. Previous research has provided evidence of this relationship, particularly in the context of public and police organizations. Yuwana and Atmajawati [23] found a positive and significant relationship between organizational commitment and police performance, indicating that personnel with stronger commitment tend to show better work outcomes. Novitasari et al. [24] also reported that organizational commitment contributes significantly to the performance of police personnel. This finding is supported by Batilmurik and Belly [25], who identified a positive relationship between organizational commitment and the performance of criminal investigation officers. Purnawati et al. [45] approached the relationship from a different perspective by showing that organizational commitment can function as a mediating factor between career development and employee performance. This suggests that opportunities for career development may have a stronger effect on performance when employees also develop a stronger attachment to the organization. The relationship between commitment and performance can be understood through Social Exchange Theory. Employees who experience fair treatment, support, and opportunities for development may develop a sense of obligation to respond through positive attitudes and behaviors toward the organization. Communication and coordination are also relevant in this process because employees who feel connected to colleagues and organizational goals have greater opportunities to understand the importance of their individual contribution. In the Medical and Health Division (Biddokkes) of Polda DIY, organizational commitment is particularly relevant because the responsibilities of personnel are closely connected with the provision of healthcare and supporting services. Accordingly, efforts to strengthen organizational commitment through supportive human resource practices, effective communication, career development, and collaborative work arrangements are expected to contribute to improved employee performance.

4.6 **Organizational commitment mediates the influence of career** management **on employee performance**

Organizational commitment can help explain why career management may have an effect on employee performance. Career management provides employees with opportunities to develop their abilities and plan their future within the organization, but the benefits of these practices may depend on how employees respond to the organization. When employees see that the organization provides fair career opportunities and supports their professional development, they may develop a stronger sense of attachment and willingness to contribute. Previous studies have indicated that career development is associated with stronger organizational commitment because employees perceive opportunities for growth as a form of organizational support [28], [29], [45]. A similar process can be seen in cross-functional coordination. Regular communication, cooperation, and shared responsibility between different work units can create positive work experiences that strengthen employees' relationship with the organization [20], [21], [22], [38], [39], [40], [41]. The role of organizational commitment becomes more apparent when it is related to employee performance. Research by Yuwana and Atmajawati [23], Novitasari et al. [24], and Batilmurik and Belly [25] indicates that employees with stronger organizational commitment tend to demonstrate better performance. These relationships provide a basis for viewing commitment as a possible link between organizational practices and employee performance. From the perspective of Social Exchange Theory, employees may respond to organizational support by developing positive attitudes and behaviors toward the organization. Thus, career

opportunities, professional development, and supportive coordination may first influence how employees perceive and relate to their organization, which can then be reflected in their willingness to perform their duties effectively. The literature reviewed therefore provides a theoretical basis for proposing organizational commitment as a mediating construct in the relationship between career management, cross-functional coordination, and employee performance. This proposition is particularly relevant to the Medical and Health Division (Biddokkes) of Polda DIY, where personnel performance is supported not only by professional competence but also by their willingness to remain involved in achieving institutional objectives. Accordingly, strengthening commitment through fair career management, professional development, effective communication, and cross-functional cooperation may provide an important pathway for supporting personnel performance and, ultimately, the quality of healthcare services at Biddokkes Polda DIY.

4.7 Organizational commitment mediates the influence of cross-functional coordination on employee performance

Cross-functional coordination may influence employee performance through the commitment that develops from employees' interactions with different functional units. Through coordination, employees have opportunities to exchange information, discuss work-related problems, and share responsibility in completing their tasks. Regular interaction of this kind can help employees understand how their individual responsibilities are connected to the wider objectives of the organization. Previous studies have shown that coordination and collaboration within organizations are related to organizational commitment and employee performance [20], [21], [22], [23], [24], [25], [28], [29], [42], [43], [44], [45], [46]. These findings provide a basis for considering organizational commitment as a mechanism that connects organizational practices with employee performance. Employees who experience good cooperation, open communication, and support from their working environment may develop a stronger attachment to the organization. This relationship can be understood through Social Exchange Theory, which explains that positive experiences received by employees from the organization may be reciprocated through positive attitudes and work behaviors. The proposed framework also brings career management and cross-functional coordination together as organizational factors that may influence employee performance through organizational commitment. Although these proposed relationships still require empirical examination, the literature provides a theoretical basis for examining organizational commitment as a mediating variable between cross-functional coordination and employee performance. This perspective is relevant to the Medical and Health Division (Biddokkes) of Polda DIY, where the implementation of healthcare services involves personnel with different functions and responsibilities. Therefore, strengthening cross-functional coordination while fostering organizational commitment is expected to provide a pathway for improving personnel performance and supporting the quality of healthcare services at Biddokkes Polda DIY.

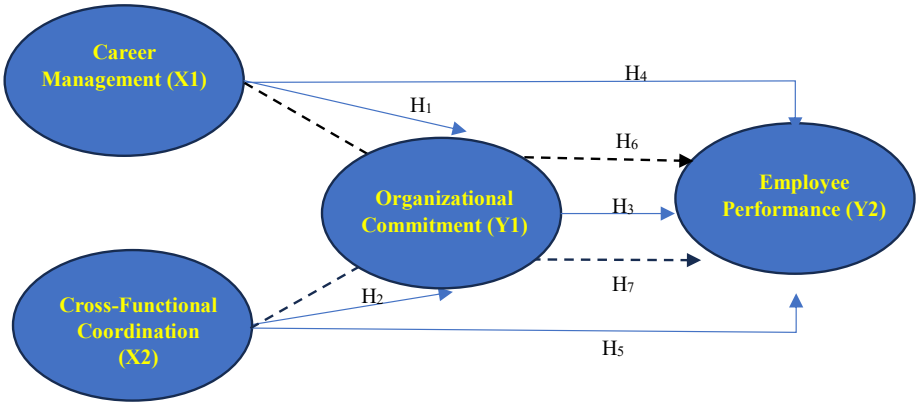


Fig. 1 Conseptual Framework

The conceptual framework in this study was developed from the findings of previous empirical research and relevant theories of organizational behavior. The literature reviewed indicates that Career Management and Cross-Functional Coordination may influence employee performance through both direct and indirect pathways, with Organizational Commitment positioned as a mediating variable. Social Exchange Theory provides the theoretical basis for this relationship by explaining that employees may respond to positive treatment and support from their organization through favorable attitudes and work behaviors. Opportunities for career development, fair management practices, and good cooperation between functional units can create positive experiences for employees and strengthen their relationship with the organization. A stronger organizational commitment may then encourage employees to be more responsible in carrying out their duties, remain involved in organizational activities, and maintain their work performance. On this basis, Organizational Commitment is positioned as an important mechanism connecting Career Management and Cross-Functional Coordination with employee performance in the Medical and Health Division (Biddokkes) of Polda DIY.

5 Conclusion

This study proposes a conceptual framework linking Career Management, Cross-Functional Coordination, Organizational Commitment, and employee performance within police healthcare organizations. The literature reviewed suggests that career management and cross-functional coordination can support organizational commitment by providing employees with opportunities for development, cooperation, and positive interactions within the workplace. Stronger organizational commitment may subsequently encourage employees to maintain responsibility and perform their duties more effectively. These relationships are explained through Social Exchange Theory, which emphasizes the reciprocal responses that may arise when employees experience organizational support and fair treatment. In the context of the Medical and Health Division (Biddokkes) of Polda DIY, the framework indicates that career development, cooperation across functional units, and organizational commitment need to be considered together as parts of human resource management. Such an approach may contribute to improved personnel performance and support the quality of healthcare services. Since this study is conceptual and does not involve empirical testing, the proposed relationships remain theoretical propositions. Further research is needed to test the framework empirically using quantitative, qualitative, or mixed-method approaches in Biddokkes and other police or public sector organizations.

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