

Improving Police Performance through Human Resource Quality, Motivation, Discipline, and Organizational Culture

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ABSTRACT

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The West Surabaya Police Department represents a police organization in an urban area with a high level of task complexity. It exhibits significant variation in personnel performance, with some members still receiving ratings in the "sufficient" or even "poor" categories. The performance of Polri members is a fundamental factor in realizing a professional, effective, and integrity-based law enforcement institution. This study aims to analyze the influence of human resource quality, work motivation, and work discipline on personnel performance, with organizational culture as a mediating variable. The research approach was quantitative, using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. Data were collected from 70 respondents and analyzed to test validity, reliability, and structural relationships between variables. The results show that human resource quality, motivation, and work discipline have a significant influence on performance, both directly and indirectly through organizational culture. These findings emphasize the urgency of strengthening organizational culture to foster discipline, motivation, and human resource development, thereby improving police institutional performance.

ABSTRAK

Polres Surabaya Barat merepresentasikan organisasi kepolisian di wilayah perkotaan dengan tingkat kompleksitas tugas yang tinggi serta menunjukkan variasi kinerja personel yang cukup signifikan, di mana sebagian anggota masih memperoleh penilaian dalam kategori “cukup” bahkan “kurang”. Kinerja anggota Polri merupakan faktor fundamental dalam mewujudkan institusi penegak hukum yang profesional, efektif, dan berintegritas. Penelitian ini bertujuan untuk menganalisis pengaruh kualitas sumber daya manusia, motivasi kerja, dan disiplin kerja terhadap kinerja personel, dengan budaya organisasi sebagai variabel mediasi. Pendekatan penelitian yang digunakan adalah kuantitatif dengan metode *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) menggunakan perangkat lunak SmartPLS 3.0. Data dikumpulkan dari 70 responden dan dianalisis untuk menguji validitas, reliabilitas, serta hubungan struktural antarvariabel. Hasil penelitian menunjukkan bahwa

kualitas sumber daya manusia, motivasi, dan disiplin kerja berpengaruh signifikan terhadap kinerja, baik secara langsung maupun tidak langsung melalui budaya organisasi. Temuan ini menegaskan urgensi penguatan budaya organisasi yang mampu mendorong kedisiplinan, motivasi, dan pengembangan sumber daya manusia guna meningkatkan kinerja institusi kepolisian.

INTRODUCTION

In today's modern era, the success and competitiveness of organizations both public and private are largely determined by the quality of their human resources (HR). Human resources are not only the driving force of organizational performance but also the key determinant of innovation, service quality, and institutional sustainability (Parniti, 2021; Sahariah et al., 2024). Within the context of law enforcement, the importance of HR development becomes even more critical, as the Indonesian National Police (Polri) serves a strategic function as protector, guardian, and public servant. The performance of police personnel plays a vital role in maintaining public security, enforcing the law, and strengthening community trust. Therefore, improving HR quality, enhancing motivation, and ensuring discipline are fundamental components in building a professional and trustworthy police institution.

As a technical operational unit under Polri, the West Surabaya Police Department (Polres Surabaya Barat) faces diverse and complex challenges in providing public services in an urban environment. However, based on internal HR evaluation data and performance reports (Polres Surabaya Barat, 2021), a substantial proportion of personnel still demonstrate suboptimal performance, with many being rated as "adequate" or "poor." This underperformance is influenced by several internal factors, including limited educational backgrounds—where approximately 72% of personnel hold only a high school diploma—along with low motivation and weak work discipline. Moreover, disciplinary records from 2021 indicate multiple cases of misconduct, reflecting the ongoing need to strengthen HR quality, motivation, and discipline among personnel.

Organizational culture has a significant influence on employee behavior and performance. A strong organizational culture fosters a harmonious and productive work environment. Recent studies have shown that organizational culture may serve as a mediating variable between factors such as motivation and HR quality in enhancing performance (Permatasari, 2020; Afina & Jauhary, 2023). Thus, understanding the interrelationships between HR quality, motivation, discipline, and organizational culture is crucial in addressing performance issues within police institutions.

The increasing pace of social and technological change, along with rising public expectations for high-quality and transparent services, requires Polri to undertake continuous internal reform. A shift toward a more professional and integrity-based police force must begin with strengthening its internal human capital. These growing public demands place significant pressure on police institutions to elevate performance standards and service responsiveness.

This situation necessitates that all levels of the police, including local units like Polres, maintain personnel who are not only technically competent but also exhibit strong work ethics, service orientation, and disciplined behaviour. Within the framework of organizational culture, values such as integrity, responsibility, teamwork, and loyalty form the foundation of positive workplace behaviour aligned with public expectations (Robbins & Judge, 2019; Schein, 2010; Mochklas et al., 2024). These values not only strengthen the organization's identity but also promote a work environment conducive to performance improvement and responsive service delivery.

Research on the factors influencing employee performance has grown substantially in recent years. For instance, Musfiroh et al. (2022) found that leadership style, organizational culture, and work motivation significantly affect employee performance, with job satisfaction acting as an intervening variable. Similarly, a study by Handriyani et al. (2024) revealed that motivation and organizational culture significantly influence performance through job satisfaction as a mediating variable. These findings emphasize the critical role of both motivation and organizational culture in enhancing employee performance.

Although previous studies offer valuable insights, research specifically focused on police organizations especially at the Polres level is still limited. Moreover, studies examining organizational culture as a mediating variable between HR quality, motivation, and discipline in relation to police performance are scarce. This study seeks to fill that gap by proposing an integrated framework of four key variables to comprehensively explain the factors influencing police personnel performance.

LITERATURE REVIEW.

Performance of Police Personnel

The performance of personnel within the Indonesian National Police (Polri) represents a critical indicator of institutional effectiveness in maintaining public order, enforcing laws, and ensuring community safety. Unlike private organizations that emphasize profit and customer satisfaction, police performance focuses on public trust, professionalism, responsiveness, and ethical conduct (Rahardjo, 2021; Polres Surabaya Barat, 2021).

Personnel performance is evaluated not only based on task achievement but also on compliance with codes of ethics, operational discipline, and service quality. Several studies within the law enforcement context (Juniarti et al., 2020; Budiyanto & Mochklas, 2020; Hafidulloh & Ratnaningtyas, 2024) indicate that performance in police institutions is influenced by human resource quality, work motivation, work discipline, and organizational culture factors that collectively determine the institution's professionalism and credibility in the eyes of the public.

Human Resource Quality

Human resource (HR) quality in the police context refers to the level of competence, integrity, professionalism, and adaptive capacity of personnel in executing law enforcement duties. High-quality personnel demonstrate not only technical proficiency but also ethical judgment and emotional control when interacting with the public (Galla et al., 2024). The Polri *Presisi* transformation program emphasizes the development of predictive, responsive, and transparent policing through continuous training, merit-based promotion, and digital adaptation.

This aligns with Bramanto (2024), who stresses that HR readiness for technological adaptation is crucial for institutional modernization. In the context of the police, HR quality ensures operational effectiveness while fostering a culture of integrity and accountability.

H1: Human resource quality positively influences organizational culture.

H4: Human resource quality positively influences police personnel performance.

Work Motivation

In the policing profession, work motivation reflects the internal and external drive that compels officers to perform duties with commitment and moral responsibility. Fauziyah et al. (2024) found that strong work motivation among Polri personnel leads to improved discipline, proactive behavior, and higher service quality. Moreover, Sari (2022) and Yulinda & Kamela (2024) highlight that recognition, promotion, and public appreciation significantly boost police morale and dedication to duty.

Given the nature of law enforcement, motivation also involves a sense of vocation the intrinsic belief that police work is a service to society rather than a routine bureaucratic task. Motivated personnel are thus more likely to internalize organizational norms and uphold ethical conduct.

H2: Work motivation positively influences organizational culture.

H5: Work motivation positively influences police personnel performance.

Work Discipline

Discipline is a core value embedded in police organizational identity, essential for maintaining command integrity and operational consistency. In hierarchical organizations like Polri, discipline ensures compliance with orders, punctuality, and adherence to ethical and procedural standards (Polres Surabaya Barat, 2021). Sukidjan (2019) confirmed that consistent enforcement of discipline improves accountability and teamwork within public institutions. Chamariyah et al. (2022) added that discipline fosters organizational order, which is critical for effective law enforcement operations.

However, internal reports indicate that disciplinary violations—such as unexcused absenteeism, procedural errors, and minor misconduct—still occur among police personnel (Polres Surabaya Barat, 2021). These empirical issues justify the need for this study, as strengthening discipline remains central to institutional reform and professionalization efforts.

H3: Work discipline positively influences organizational culture.

H6: Work discipline positively influences police personnel performance.

Organizational Culture

Organizational culture in the police institution reflects the shared values, ethics, symbols, and traditions that shape officers' behavior and collective identity. A strong police culture is built on values of integrity, service, loyalty, and discipline, which guide how personnel interact internally and with the community (Schein, 2010; Nurshadrina & Rahmawati, 2022). In the Polri context, culture is institutionalized through *Tribrata* and *Catur Prasetya* as the moral and ethical foundation of the force (Rahardjo, 2021).

Sagiyanto (2016) emphasized that a constructive organizational culture enhances work satisfaction and commitment, while a rigid or punitive culture can hinder innovation. Therefore, cultivating a balanced, ethical, and performance-oriented culture is vital for achieving Polri's *Presisi* vision.

H7: Organizational culture positively influences police personnel performance.

The Mediating Role of Organizational Culture

Organizational culture serves as a bridge linking individual qualities and institutional performance. Dewi & Kustini (2022) and Nursyifa et al. (2023) found that organizational culture mediates the influence of HR quality, discipline, and motivation on employee performance in public service institutions. Similarly, Muzahar et al. (2022) and Mubarak et al. (2023) emphasized that in structured organizations, strong cultural internalization amplifies the effect of motivation and discipline on performance outcomes.

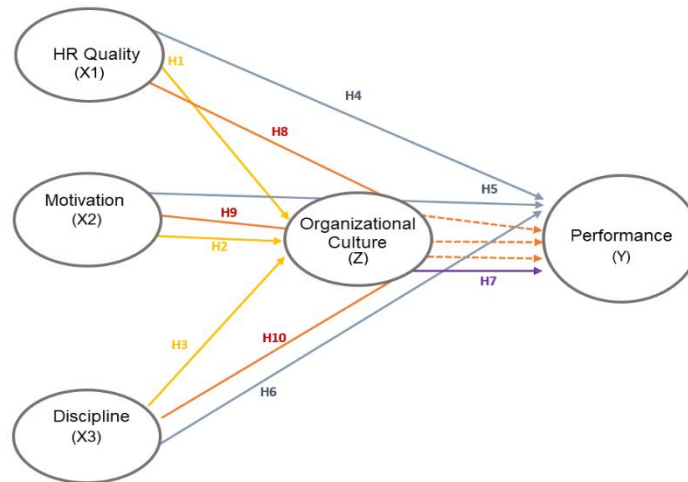
In the police environment, this mediating role is especially relevant because culture regulates behavior beyond formal supervision, promoting self-discipline and collective accountability. Thus, organizational culture acts as a vital internal mechanism through which HR quality, motivation, and discipline jointly enhance personnel performance.

H8: Organizational culture mediates the relationship between human resource quality and police personnel performance.

H9: Organizational culture mediates the relationship between work motivation and police personnel performance.

H10: Organizational culture mediates the relationship between work discipline and police personnel performance.

The conceptual framework of this study illustrates the relationships between human resource quality, work motivation, and work discipline on police personnel performance, with organizational culture serving as a mediating variable. Based on existing theories and previous findings, this framework suggests that the three independent variables can influence performance both directly and indirectly through organizational culture. This framework serves as the primary reference for hypothesis formulation and the direction of analysis, as shown in Figure 1.



Source: Researcher, 2025

Figure 1. Conceptual Framework

METHOD

This study uses a quantitative explanatory approach to analyze causal relationships among five variables: human resource (HR) quality, work motivation, work discipline, organizational culture (as a mediating variable), and police personnel performance (Hafidulloh & Mochklas, 2024).

The population consisted of 590 active personnel of the West Surabaya Police Department (Polres Surabaya Barat). A total of 70 respondents were selected through purposive sampling based on two criteria: having at least two years of service and having received a formal performance evaluation. Although the sample represents about 12% of the population, it meets the requirements for Partial Least Squares–Structural Equation Modeling (PLS-SEM), which is appropriate for small to medium samples (Hair et al., 2017). Respondents were chosen purposively to ensure adequate experience and data reliability.

Data were collected using a structured questionnaire containing 42 items measured on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). All indicators were adapted from validated studies and refined for the policing context. The operational definitions of variables are as follows:

- Human Resource Quality reflects the extent to which personnel possess knowledge, technical competence, adaptability, and responsibility to perform effectively. It was measured through perceptions of expertise, task mastery, and accountability (Galla et al., 2024; Bramanto, 2024).
- Work Motivation represents intrinsic drive to achieve personal and organizational goals, including achievement orientation, commitment, enthusiasm, recognition, and job satisfaction. It was measured through willingness to exert effort, satisfaction, and professional development aspirations (Sari, 2022; Fauziyah et al., 2024).

- c. Work Discipline refers to adherence to organizational rules and professional ethics, encompassing punctuality, responsibility, honesty, and consistency. It was measured through attendance regularity, procedural compliance, and task completion timeliness (Sukidjan, 2019; Chamariyah et al., 2022).
- d. Organizational Culture describes shared values and norms shaping members' behavior, including teamwork, integrity, innovation, and loyalty. It was measured through alignment between individual behavior and institutional values (Robbins & Judge, 2018; Schein, 2010; Nurshadrina & Rahmawati, 2022).
- e. Police Personnel Performance indicates the extent to which individuals meet organizational standards, including target achievement, work quality, professionalism, and teamwork. It was measured through effectiveness, responsiveness, and team contribution (Juniarti et al., 2020; Budiyanto & Mochklas, 2020).

Data were analyzed using SEM–PLS with SmartPLS 3.0 software. The analysis included two stages: (1) measurement model evaluation to test reliability and validity, and (2) structural model evaluation to assess path significance and mediation effects (Hair et al., 2014; Baron & Kenny, 1986). To address common method bias (CMB), two tests were conducted: Harman's single-factor test, showing the first factor explained 32.4% of the variance (<50%), and Variance Inflation Factor (VIF) analysis, with all constructs below 3.3, indicating no multicollinearity or bias (Kock, 2015). These results confirm that the dataset is valid and reliable for examining the relationships among HR quality, motivation, discipline, organizational culture, and performance within the West Surabaya Police Department.

RESULT AND DISCUSSION

Result

To gain a comprehensive understanding of the respondents' background, a descriptive analysis was conducted on several demographic aspects. The respondent profile analyzed includes gender, age, level of education, and length of employment. The descriptive results for each of these respondent characteristics are presented in Table 1 below.

Table 1. Respondent Profile

Profile		Frequency	Percentage
Gender	Male	38	54%
	Female	32	46%
Age	< 25 Years	9	13%
	25 - 35 Years	36	51%
	36 - 45 Years	21	30%
	> 45 Years	4	6%
Education	High School	30	43%
	Diploma	29	41%
	Bachelor's	11	16%

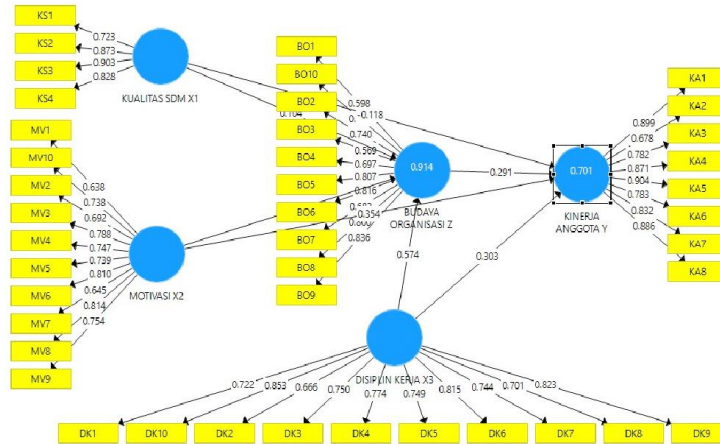
Work Experience	< 6 Years	12	17%
	6 - 10 Years	18	26%
	> 10 Years	40	57%

Source: Researcher data processing results, 2025

Based on Table 1, which presents the respondent profiles, the majority of participants in this study are male, totaling 38 individuals (54%), while females number 32 (46%). Regarding age, the largest group falls within the 25–35 years range, with 36 respondents (51%), followed by 21 respondents (30%) aged 36–45 years, 9 respondents (13%) under 25 years, and 4 respondents (6%) over 45 years. In terms of educational background, most respondents are high school graduates (SLTA) with 30 individuals (43%), followed by diploma holders at 29 individuals (41%), and bachelor's degree holders at 11 individuals (16%). Concerning work experience, 40 respondents (57%) have served for more than 10 years, 18 respondents (26%) between 6 and 10 years, and 12 respondents (17%) less than 6 years.

The majority of participants are productive-age males (25–45 years), with medium to high educational levels and over 10 years of work experience. This composition reflects a relatively mature background in terms of both age and experience, which is believed to influence their performance and understanding of organizational values (Robbins & Judge, 2018). Additionally, the relatively high educational attainment suggests strong adaptive and cognitive abilities to absorb and apply professional work principles and organizational culture (Mathis et al., 2017). Therefore, these respondent characteristics are relevant and representative for evaluating variables such as human resource quality, motivation, work discipline, organizational culture, and performance, while also strengthening the validity of the study's findings.

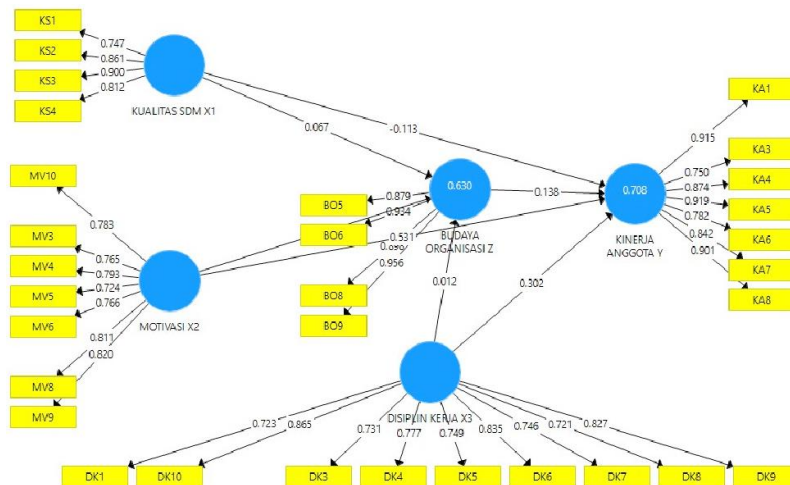
The data in this study were processed using the Partial Least Squares (PLS) method with the SmartPLS 3.0 software. The analysis involved evaluating the outer model to assess the validity and reliability of the measurement instruments, as well as evaluating the inner model to test the relationships between variables based on the proposed hypotheses. Figure 2 below presents the model construction, which reflects the results of the outer model evaluation within the structural framework of this study.



Source: Researcher data processing results, 2025
Figure 2. Outer Model

As shown in Figure 2, several indicators presented outer loading values below 0.70, highlighted in red. These indicators were removed to ensure the validity of the analysis results and to meet the required measurement standards. The eliminated indicators include MV1, MV2, and MV7 under Work Motivation; BO1, BO2, BO3, BO4, BO7, and BO10 under Organizational Culture; DK2 under Work Discipline; and KA2 under Performance.

Following the elimination of indicators with outer loading values below 0.70, the revised outer model meeting the required validity and reliability criteria is presented in Figure 3.



Source: Researcher data processing results, 2025
Figure 3. Outer Model After Indicator Elimination

The following output presents the results of the Construct Reliability and Validity analysis, which aims to assess the consistency and accuracy of the measurement model. This evaluation includes indicators such as Composite Reliability, Cronbach's Alpha, Average Variance Extracted (AVE), and outer loading values, which

collectively determine the reliability and convergent validity of each construct in the study.

Tabel 2. Output Construct Reliability and Validity

Variable	Indicator	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Quality of Human Resources	KS1	0.747	0.852	0.860	0.955	0.692
	KS2	0.861				
	KS3	0.900				
	KS4	0.812				
Motivation	MV1		0.897	0.910	0.916	0.610
	MV2					
	MV3	0.650				
	MV4	0.793				
	MV5	0.724				
	MV6	0.766				
	MV7					
	MV8	0.811				
	MV9	0.820				
	MV10	0.783				
Work discipline	DK1	0.723	0.919	0.934	0.932	0.603
	DK2					
	DK3	0.731				
	DK4	0.777				
	DK5	0.749				
	DK6	0.835				
	DK7	0.746				
	DK8	0.721				
	DK9	0.827				
	DK10	0.865				
Organizational culture	BO1		0.937	0.939	0.955	0.842
	BO2					
	BO3					
	BO4					
	BO5	0.878				
	BO6	0.934				
	BO7					
	BO8	0.898				
	BO9	0.956				
	BO10					
Performance of Police Members	KA1	0.915	0.939	0.944	0.951	0.734
	KA2					
	KA3	0.750				
	KA4	0.874				
	KA5	0.919				
	KA6	0.782				
	KA7	0.842				
	KA8	0.901				

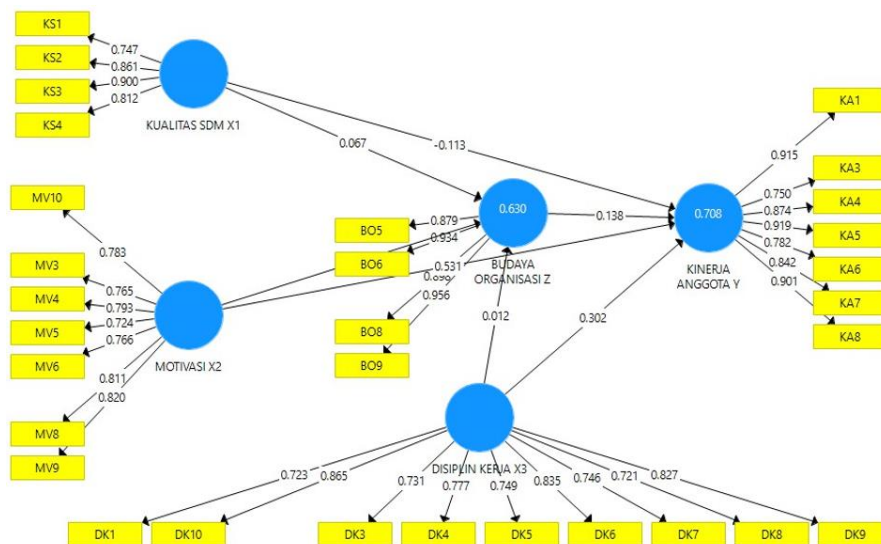
Source: Researcher data processing results, 2025

Based on Table 2, the outer model evaluation demonstrates that all constructs meet the required thresholds for validity and reliability. The Human Resource Quality construct shows outer loadings above 0.70, with Cronbach's Alpha of 0.852, Composite Reliability of 0.955, and AVE of 0.692. The Work Motivation construct is also reliable,

despite a few indicators slightly below 0.70, with strong internal consistency ($\alpha = 0.897$, CR = 0.916, AVE = 0.610). Likewise, Work Discipline meets all criteria with high reliability ($\alpha = 0.919$, CR = 0.932, AVE = 0.603).

For Organizational Culture, the available indicators show excellent outer loading values (> 0.87), with strong reliability ($\alpha = 0.937$, CR = 0.955, AVE = 0.842). The Police Personnel Performance construct also displays high measurement quality, with all indicators above 0.70, Cronbach's Alpha of 0.939, Composite Reliability of 0.951, and AVE of 0.734. Overall, the results confirm that all measurement constructs are valid and reliable, allowing the model to proceed to inner model evaluation.

After confirming that the outer model meets the required criteria, the next step is to test the inner model (structural model). The inner model is evaluated by examining the R-square values (indicator reliability) for the dependent constructs and the T-statistics from the path coefficient tests. A higher R-square value indicates a better predictive accuracy of the proposed research model. Meanwhile, the path coefficients reflect the significance levels in hypothesis testing. Figure 4 below illustrates the Structural Model.



Source: Researcher data processing results, 2025

Figure 4. Structural Model

The coefficient of determination (R^2) is analyzed to assess the extent to which independent variables explain the variance in the dependent variable. The R^2 values, which indicate the level of contribution of the independent variables, are presented in Table 3 below.

Table 3. R Square Value

	R Square	R Square Adjusted
Organizational Culture	0.630	0.621
Member Performance	0.708	0.699

Source: Researcher data processing results, 2025

Based on Table 3, the R Square value for the Organizational Culture variable is 0.630, indicating that 63% of the variance in organizational culture is explained by the independent variables, namely human resource quality, work motivation, and work discipline. Meanwhile, the R Square value for Member Performance is 0.708, which means that 70.8% of the variance in performance is explained by organizational culture along with the other independent variables. According to Hair et al. (2019), an R^2 value above 0.67 is considered strong in social science research, suggesting that the model has a high predictive capability for member performance. The Adjusted R Square values (0.621 for organizational culture and 0.699 for member performance) remain robust, taking into account the number of predictors used in the model.

Hypothesis testing was conducted to examine the causal relationships between HR quality, work motivation, work discipline, and organizational culture on police personnel performance. This analysis aims to assess the significance of direct effects and the mediating role of organizational culture in enhancing personnel performance at the West Surabaya Police Resort. The results of the hypothesis testing, based on t-statistic values and p-values compared against the significance threshold, are presented in Table 4 below.

Tabel 4. Direct influence test results

	T Statistics	P Values
Human Resources Quality -> Organizational Culture	2.964	0.003
Organizational Culture -> Member Performance	2.696	0.007
Human Resources Quality -> Member Performance	3.827	0.000
Motivation -> Organizational Culture	3.509	0.000
Work Discipline -> Member Performance	5.922	0.000
Motivation -> Member Performance	15.438	0.000
Work Discipline -> Organizational Culture	9.783	0.000

Source: Researcher data processing results, 2025

The hypothesis testing results from Table 4 indicate that all proposed relationships are statistically significant, with T-statistics exceeding the critical threshold and p-values below 0.05. Specifically, human resource quality positively influences organizational culture ($T=2.964$, $p=0.003$) and directly impacts personnel performance ($T=3.827$, $p=0.000$). Organizational culture also significantly affects personnel performance ($T=2.696$, $p=0.007$). Motivation demonstrates a strong and significant effect on both organizational culture ($T=3.509$, $p=0.000$) and personnel performance ($T=15.438$, $p=0.000$), with the strongest impact on performance. Additionally, work discipline significantly influences organizational culture ($T=9.783$,

$p=0.000$) and has a robust direct effect on personnel performance ($T=5.922$, $p=0.000$). These results from Table 4 confirm that human resource quality, motivation, and work discipline are critical factors in improving police personnel performance, both directly and indirectly through organizational culture as a mediating variable.

Tabel 5. Results Of Indirect Influence Test

	T Statistics	P Values
Work Discipline -> Organizational Culture -> Member Performance	2.549	0.011
Human Resources Quality > Organizational Culture -> Member Performance	10.993	0.000
Motivation > Organizational Culture -> Member Performance	2.357	0.008

Source: Researcher data processing results, 2025

Based on the results in Table 5, all indirect influence pathways through organizational culture show significant mediation effects. Work Discipline indirectly affects Member Performance via Organizational Culture ($T = 2.549$; $p = 0.011$). Human Resources Quality also has a strong indirect effect ($T = 10.993$; $p = 0.000$), while Motivation shows a significant mediated effect as well ($T = 2.357$; $p = 0.008$). These results confirm that Organizational Culture plays a key mediating role in linking HR quality, motivation, and discipline to personnel performance.

Discussion

The Influence of Human Resource Quality on Organizational Culture

The results show that human resource (HR) quality significantly affects organizational culture at the West Surabaya Police Resort ($T = 2.964$; $p = 0.003$). Higher levels of knowledge, technical competence, adaptability, and responsibility among personnel strengthen the organization's cultural foundation. Based on internal data from Polres Surabaya Barat (2021), approximately 72% of officers hold a high school diploma, and most have not received advanced training. This variation in competence has resulted in differing levels of understanding and internalization of organizational values.

This finding aligns with Aji and Mala (2024) and Robbins and Judge (2018), who highlight that high-quality human resources serve as cultural agents within formal organizations. However, the result contrasts with the study by Suzuki and Hur (2020), which argued that in bureaucratic organizations, organizational culture is more strongly influenced by formal structures and regulations than by the quality of individual members. Therefore, continuous improvement in HR quality through competency-based training, professional certification, and ethical reinforcement is crucial for fostering a disciplined and integrity-based organizational culture.

The Influence of Motivation on Organizational Culture

The findings reveal that motivation has a significant influence on organizational culture ($T = 3.509$; $p = 0.000$). Officers with high intrinsic (achievement, responsibility)

and extrinsic (recognition, promotion, incentives) motivation tend to display behaviors aligned with organizational norms and values. However, empirical observations and internal evaluations (Polres Surabaya Barat, 2021) indicate that the reward and punishment system is inconsistently applied across divisions, leading to unequal perceptions of fairness and fluctuating motivation levels among personnel.

These results support Michaelsen and Esch (2023) and Mathis et al. (2017), who argue that motivation is a primary internal force shaping behavior consistent with organizational goals. Consequently, strengthening motivation through fair incentives, recognition systems, and transparent promotion mechanisms can enhance morale and cultivate a professional and collaborative organizational culture. However, this contrasts with the findings of Jerab and Mabrouk (2023), who argues that in highly hierarchical institutions like the police, organizational culture tends to be more strongly shaped by leadership and formal regulations rather than by individual motivation.

From a practical standpoint, this study suggests that the West Surabaya Police Resort should pay close attention to motivational factors among its personnel, such as fair reward systems, career development opportunities, recognition of achievements, and the creation of a psychologically supportive work environment. By fostering a strong motivational framework, the institution can not only enhance work enthusiasm but also reinforce a disciplined, professional, and high-integrity organizational culture.

The Influence of Work Discipline on Organizational Culture

The results demonstrate that work discipline exerts the strongest influence on organizational culture ($T = 9.783$; $p = 0.000$). Discipline—reflected in rule compliance, punctuality, and accountability plays a vital role in maintaining a stable and ethical organizational climate. Although the police are widely regarded as a highly disciplined organization, this variable remains relevant for study because empirical evidence reveals gaps between ideal norms and actual practices.

Based on empirical data from the West Surabaya Police (2021), various forms of disciplinary violations persist, indicating the suboptimal implementation of disciplinary values in the workplace. These violations include non-attendance at work, negligence in carrying out duties, and violations of official ethics. This indicates that some members have not fully internalized discipline as an inherent part of the work culture, but instead view it as merely an administrative obligation.

This finding is consistent with Sagala & Rivai (2013) and Syarifuddin (2023), who emphasize that discipline forms the foundation of organizational culture, particularly in hierarchical institutions. In the policing context, however, discipline should not only mean adherence to rules but also represent moral integrity, accountability, and a commitment to public service. Therefore, continuous disciplinary coaching, consistent internal supervision, and a balanced reward–sanction system are essential to embed discipline as an integral part of organizational culture.

The Influence of Human Resource Quality on Police Personnel Performance

The results indicate that HR quality significantly affects personnel performance ($T = 3.827$; $p = 0.000$). Competent and responsible officers perform better in achieving operational objectives and providing quality public services. However, performance evaluations (Polres Surabaya Barat, 2021) revealed that approximately 28% of officers received “adequate” or “low” ratings, particularly in initiative, accountability, and timely task completion.

This finding supports Sedarmayanti (2017) and Mangkunegara (2015), who note that competence and adaptability are key determinants of performance. Accordingly, regular training programs, merit-based career systems, and objective evaluations should be implemented to enhance both individual capability and institutional effectiveness. However, the findings contrast with those of Suryani (2019), who found that in certain public sector organizations, employee performance is more heavily influenced by incentives and leadership style than by individual qualities.

In light of these findings, it is recommended that the West Surabaya Police Resort continue to enhance the quality of its human resources through ongoing training programs, equitable career development opportunities, and objective performance evaluation systems. Investing in the development of individual capacity will directly contribute to the institution’s ability to fulfill its duties in protection, service, and community guidance.

The Influence of Motivation on Police Personnel Performance

The analysis shows that motivation has the strongest direct effect on personnel performance ($T = 15.438$; $p = 0.000$). Highly motivated officers demonstrate greater initiative, enthusiasm, and service responsiveness. However, internal assessments (Polres Surabaya Barat, 2021) revealed that a lack of consistent performance-based recognition and promotion remains a major barrier to sustaining long-term motivation.

These results are consistent with Herzberg’s Two-Factor Theory and studies by Robbins and Judge (2018) and Manzoor (2011), which state that motivation enhances productivity and satisfaction. Therefore, the implementation of a performance-based reward system, recognition programs, and supportive work climate is crucial for maintaining motivation and improving organizational performance. However, the results contrast with Syarifuddin (2023), who suggested that bureaucratic structures and rigid work cultures in some government institutions may weaken the direct impact of motivation on performance.

Given these insights, it is important for the West Surabaya Police Resort to implement strategies that foster both intrinsic and extrinsic motivation. This includes establishing a fair reward system, offering opportunities for career development, acknowledging individual achievements, and creating a supportive and inclusive work environment. By consistently nurturing motivation, the institution can build a culture of

excellence and accountability, ensuring that its personnel are equipped and inspired to fulfill their responsibilities effectively and with integrity

The Influence of Work Discipline on Police Personnel Performance

The findings confirm that work discipline significantly influences performance ($T = 5.922$; $p = 0.000$). Officers who consistently adhere to procedures, arrive on time, and fulfill their duties responsibly exhibit higher levels of performance. Nevertheless, disciplinary reports (Polres Surabaya Barat, 2021) recorded minor infractions such as tardiness, procedural noncompliance, and negligence, particularly among junior officers.

This finding is in line with the perspective of Sutrisno (2016), who highlights that discipline is a key factor in shaping responsible and productive work behavior. Similarly, Mathis and Jackson (2019) point out that discipline contributes to organizational order and operational efficiency, which ultimately boosts performance. Supporting this view, Suzuki and Hur (2020) found that employees with high levels of discipline tend to provide better services and complete their responsibilities more efficiently. On the other hand, this conclusion differs from Yuliana (2018), who argued that the influence of discipline on performance is indirect and highly dependent on the leadership style within an institution.

Based on these insights, it is essential for the West Surabaya Police Resort to continue fostering a disciplined work culture. This can be achieved through consistent implementation of regulations, effective monitoring systems, and a fair approach to both rewards and sanctions. Strengthening discipline in this manner not only promotes professional behavior but also supports sustained improvements in the performance and accountability of the organization as a whole.

The Influence of Organizational Culture on Police Personnel Performance

Organizational culture significantly affects performance ($T = 2.696$; $p = 0.007$). A cohesive culture grounded in integrity, teamwork, and loyalty—drives productivity and professional behavior. However, internal assessments (Polres Surabaya Barat, 2021) indicate that cultural implementation varies across divisions, with administrative and operational units showing differing levels of adherence to organizational values.

This finding supports Robbins and Judge (2018) and Wibowo (2020), who state that a strong culture strengthens identity and collective performance. Accordingly, promoting leadership role modeling, open communication, and institutional value training will unify organizational culture and sustain high performance across all departments. On the other hand, this finding contrasts with some studies such as Setiani et al. (2022) which argue that motivation has a more dominant direct effect on performance, without a significant mediating role played by organizational culture.

To enhance the performance of police officers at West Surabaya Police Department, the institution should not only focus on increasing motivation through incentives, recognition, and empowerment but also actively develop and maintain a

supportive organizational culture. A strong and positive culture can reinforce members' motivation, fostering continuous and harmonious improvements in performance within the police work environment.

The Mediating Role of Organizational Culture

The mediation results confirm that organizational culture significantly mediates the relationships between HR quality, motivation, and discipline on performance. All indirect pathways show significant effects: HR quality ($T = 10.993$; $p = 0.000$), motivation ($T = 2.357$; $p = 0.008$), and discipline ($T = 2.549$; $p = 0.011$). These findings indicate that improvements in HR quality, motivation, and discipline are more effective when supported by a strong cultural framework.

This result supports Yama et al. (2019) and Mohammed (2024), who emphasize that organizational culture enhances the impact of individual capabilities on institutional performance. Therefore, an integrated approach combining human capital development with cultural reinforcement is essential to strengthen professional identity and ensure consistent performance excellence within the police institution. However, some earlier studies have highlighted that work discipline can directly affect performance without the involvement of organizational culture as a mediator (Prasetyo et al., 2021). This suggests that the mediating role of culture adds a valuable dimension, especially in the context of law enforcement institutions.

To improve the performance of personnel at the West Surabaya Police Department, the organization should continuously cultivate an organizational culture that embeds discipline-related values in a consistent manner. This can be achieved through regular training, effective supervision, and recognition of disciplined behavior. In doing so, organizational culture will reinforce the impact of work discipline, contributing to a more orderly and productive work environment.

Empirical Implications

Overall, the findings show that motivation has the strongest direct effect on performance, followed by work discipline and HR quality, while organizational culture plays a key mediating role. Empirical evidence from Polres Surabaya Barat (2021)—including recorded disciplinary violations, unequal enforcement of sanctions, and limited reward mechanisms—demonstrates that despite the police's reputation as a disciplined organization, practical gaps in rule enforcement and professional consistency still exist.

Therefore, strengthening human resource management, motivation systems, and value-based cultural internalization is essential to build a professional, adaptive, and high-integrity police organization capable of delivering public trust and institutional accountability.

CONCLUSION

This study theoretically reinforces the model of human resource performance in public sector organizations, particularly within the context of the Indonesian National Police. The findings demonstrate that human resource quality, work motivation, and work discipline significantly influence personnel performance at the West Surabaya Police Department (Polres Surabaya Barat), both directly and indirectly through the mediating role of organizational culture. This supports and extends existing human resource and organizational behavior theories by highlighting that, in highly bureaucratic and hierarchical public institutions, performance improvement depends not only on individual competence but also on the strength of shared organizational values.

From a theoretical perspective, this research contributes to the development of the public sector HR performance model by positioning organizational culture as a central mechanism linking human capital and behavioral factors (motivation and discipline) to performance outcomes. Strengthening organizational culture, therefore, becomes not merely a managerial strategy but an institutional transformation tool that fosters integrity, accountability, and collective discipline within law enforcement organizations.

Practically, the results suggest that the West Surabaya Police Department should focus on cultivating a performance-oriented culture that promotes motivation, discipline, and professional competence. This can be achieved through systematic capacity-building programs, fair and transparent reward mechanisms, and continuous professional development initiatives that align individual behavior with organizational values.

This study is subject to several limitations.

First, the sample size (70 respondents) represents a relatively small proportion of the total population (590 personnel), which may limit the statistical power and generalizability of the results to other police departments or public institutions with differing characteristics.

Second, the data collection relied solely on self-reported questionnaires, which may introduce common method bias and limit the ability to capture deeper psychological and cultural dynamics.

Third, the study focused on a single organizational setting—Polres Surabaya Barat—which may not reflect contextual variations across other regional police units with distinct operational challenges and cultural attributes.

Future research should consider employing larger, multi-site samples and adopting qualitative or mixed-method approaches to explore how organizational culture operates as an intervening mechanism across different levels of the police hierarchy. Longitudinal studies could also help validate the causal relationships and examine how sustained cultural interventions influence performance improvement in the public sector over time.

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