Improving the Performance of Grobogan Police Personnel Through Motivation Mediated by Smart Work

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Abstract. *This study aims to analyze and examine the improvement of Police personnel performance through motivation with smart working as a mediator. The type of research used is Explanatory Research, with primary data obtained through questionnaires consisting of closed and open questions, and secondary data as supporting data. The population of this study involved 598 personnel at the Grobogan Police, with a sample of 240 respondents taken using non-probability sampling and convenience sampling techniques. Measurements were made with an interval scale of 1 to 5, and data analysis used the Partial Least Square (PLS) approach. The results of the study showed that motivation plays a positive and significant role in encouraging the improvement of personnel's smart work, and has a positive and significant influence on improving personnel performance. Smart work culture has also been shown to have a positive and significant impact on personnel performance. In addition, smart work functions as a mediator that connects motivation with improved personnel performance. Based on these findings, it can be concluded that the Grobogan Police personnel performance improvement model can be realized through strengthening motivation that encourages smart work, which is supported by a smart work culture as the main driving factor.*

Keywords: *Motivation; Performance; Personal; Smart.*

1. Introduction

Based on Article 13 of Law Number 2 of 2002, the Indonesian National Police (Polri) has three main tasks that cover three main aspects, namely maintaining public security and order, enforcing the law, and providing protection, patronage, and services to the community. These three tasks reflect the strategic role of the Polri as an institution that not only functions as a law enforcer but also as a protector of the community in creating a sense of security and comfort.

In addition to these main duties, the Indonesian National Police also has the responsibility to prevent various forms of legal violations. This preventive role is realized through various activities, such as routine patrols in areas prone to crime, supervision in public areas, and

educating the public about the importance of obeying regulations and laws. Through continuous education and socialization, the police do not only focus on taking action, but also on building legal awareness in the community.

However, the weight of this responsibility illustrates the complexity of the tasks carried out by the Police. The burden of police duties is not only limited to law enforcement, but also includes social responsibility in maintaining social harmony. Challenges such as limited resources, community resistance to the law, and changing social dynamics require the Police to continue to innovate and improve the institutional capacity and professionalism of its members.

With various duties and roles attached, Polri strives to meet public expectations through a humanistic, transparent, and accountable approach. Polri's success in carrying out these duties not only has an impact on the realization of security and order, but also contributes to the creation of public trust in the police institution as a main pillar in the legal system and public services.

Professionalism in the police is the main foundation in public services provided to the community. A professional police officer not only has the technical skills needed to enforce the law, but also has integrity, empathy, and a high commitment to serve. This professionalism allows the police to act as protectors, guardians, and partners for the community. Every action taken by the police, both in law enforcement and community service, should always be based on the values of justice, truth, and humanity.

Demands for police professionalism are increasing. Challenges such as technological advances, diverse social dynamics, and expectations for transparency force the police to continue to adapt and improve the quality of service. However, these challenges also open up opportunities to create a more modern, efficient, and trustworthy police force. With the support of the right technology, ongoing training, and closer collaboration with the community, the quality of professionalism in the police can continue to grow.

Investing in police professionalism is not only beneficial in the short term, but also for the future of the nation. Professional police can maintain security and order, create a climate conducive to economic growth and development. In addition, professional police also act as role models for the younger generation and make a positive contribution to the wider community.(Nurwandri et al. 2023).

For the public, police professionalism is reflected in their daily attitudes and behavior. Professional police are fair, non-discriminatory, and always ready to help the public. Public trust in the police is highly dependent on the level of professionalism possessed by each police officer, because the quality of their service directly affects the public's perception of the institution.(Muradi 2018).

The professionalism of police personnel is a key aspect in realizing public security and order.(Muradi 2018). The professionalism of police personnel is often in the public and media spotlight, especially in critical situations involving public safety and security. A high level of professionalism is essential to maintain public trust in the police institution and ensure fair and effective implementation of duties.(Nurwandri et al. 2023). However, in practice, there are still various challenges faced by police personnel in maintaining and improving their professionalism.

One relevant approach to improving HR professionalism is to utilize motivation theory.(Jaquays 2018a). Motivation theory identifies three basic needs that motivate individuals, namely the need for achievement, the need for affiliation, and the need for power.(Rybnicek, Bergner, and Gutschelhofer 2019a).

One of the main challenges is how to motivate police personnel to remain committed to their duties and responsibilities.(Hidayat and Agustina 2020). Motivation is often a determining factor in achieving optimal performance.(Supriyono 2020). Motivation theory offers a framework that can be used to understand and enhance individual motivation through the fulfillment of needs for achievement, affiliation, and power.(McClelland 2014).

Work motivation is an important factor that affects a person's performance. A person can work well because of good motivation.(Muli, James, and Muriithi 2019). Work motivation is manifested in actions and is given to encourage police members to work optimally in carrying out the tasks given by their superiors.(Elntib and Milincic 2021). Work motivation is given in the form of attention, direction, and inspiration that can build the work spirit of police members, so that the expected goals can be achieved.(Sommerfeldt 2010).

According to(Galanakis and Peramatzis 2022)Work motivation is very important because it can make employee performance faster and more optimal. Motivation can also encourage employees to always provide the best business results and help develop each employee. Work motivation is essentially one of the factors that determines a person's performance(Lazarou 2015a). The magnitude of a person's work motivation relationship depends on the work ethic they provide.

Previous research on motivation and performance still leaves controversy.The difference in research results states that motivation does not necessarily influence performance.(Jaquays 2018b)In contrast to the results which state that achievements support individual performance, the higher the desire to achieve something, the higher the performance.(Groening and Binnewies 2019). The difference in research results states that motivation has an influence on performance but its significance is so small that it cannot be generalized properly.(Sareen and Joshi 2016)This result is different from the results which show that motivation has an influence on performance, the type of motivation an individual has will influence their work style.(Kiruja 2018).

Research shows that motivation does not have a significant effect on performance.(Popoola and Farukuoye 2018)but this result is different from(Nguyen, Yandi, and Mahaputra 2020)which states thatmotivationhas a significant influence on HR performance. Previous research also provides support for further research to examine the impact of achievement motivation (need for achievements) on performance (Van Iddekinge et al., 2018). So in this study Smart working is proposed as a mediating variable.

The professionalism of police personnel is a very important aspect in maintaining public security and order.(Nurwandri et al. 2023). To achieve a high level of professionalism, police personnel are not only required to work hard (hard working) but also work smart (smart working). The concept of smart working emphasizes efficiency, effectiveness, and the use of technology to improve productivity and work quality.(Angelici and Profeta 2020). The implementation of smart working can be an effective strategy to improve the professionalism of personnel and the overall performance of the institution.

*Smart working*is a work approach that prioritizes the use of technology, effective time management, better collaboration, and data-based decision making.(McEwan 2016a). Smart working is an innovative approach that can significantly improve the professionalism of police personnel. By utilizing technology, effective time management, good collaboration, and data-based decision making, police personnel can work more efficiently and provide better services to the community.(Mascagna et al. 2019). The implementation of smart working is a strategic step that needs to be adopted to face future challenges and improve the quality of the police institution as a whole.

2. Research Methods

This study was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In relation to the above, the type of research used is "Explanatory research" or research that is explanatory in nature, meaning that this study emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between variables (Burhan, 2008). Literature study, Primary data in this study is the main data while secondary data is supporting data. Primary data is obtained through a questionnaire, which consists of closed and open questions. The decision to use open or closed questions depends greatly on how far the researcher understands the research problem (Kuncoro, 2003). Open questions are questions that give respondents the freedom to answer questions according to their way of thinking (Kuncoro, 2003). Closed questions are questions where the answers have been limited by the researcher so that it closes the possibility for respondents to answer at length according to their way of thinking. Distribution of questionnaires is direct data collection which is carried out by submitting a list of questions to respondents. The questionnaire was submitted directly to the leader in an envelope and returned in a sealed envelope to maintain confidentiality. The analysis used to answer the hypothesis is structural equation modeling using the Partial Least

Square (PLS) approach. This approach is used because the estimation of latent variables in PLS is as an exact linear combination of indicators, so it can avoid indeterminacy problems and produce accurate component scores. In addition, the PLS analysis method is powerful because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large.

3. Results and Discussion

data processing steps that aim to provide an overview or summary of the characteristics of respondents in a study or survey. The respondents of this study were 145 members of the Grobogan Police. The research was carried out by distributing research questionnaires on March 5-17, 2025. The results of the distribution of research questionnaires obtained 240 questionnaires that were completely filled out and could be processed. The description of the respondents will be presented based on the following predetermined characteristics:

1) Gender

The characteristics of respondents used in this study can be classified based on gender as follows:

Respondent Description Table by Gender

Gender	Frequency	Percentage
Man	195	81.3
Woman	45	18.8
Total	**240**	**100.0**

Source: Data processing results, 2025.

The table above shows that there are 195 male respondents (81.3%) and 45 female respondents (18.8%). The data shows that the number of men is greater than women. Male police officers tend to be considered physically stronger, so they enforce the rules firmly and effectively, especially when dealing with problems in the field.

2) Age

The characteristics of respondents used in this study can be classified based on age level as follows:

Respondent Description Table by Age

Age	Frequency	Percentage
21 - 30 years	68	28.3
31 - 40 years	109	45.4
41 - 50 years	37	15.4
51 - 60 years	26	10.8
Total	**240**	**100.0**

Source: Data processing results, 2025.

The data presentation in the Table shows that the number of respondents aged 31-40 years was 109 respondents (45.4%), aged 21-30 years was 68 respondents (28.3%), aged 41-50 years was 37 respondents (15.4%), and there were 26 respondents (10.8%) aged 51-60 years.

From the data above, it can be seen that the largest number of respondents were aged 31-40 years. In this age range, police officers generally have accumulated significant experience and expertise in law enforcement. The maturity gained makes personnel wiser in making decisions while on duty in the field.

3) Last education

The characteristics of respondents used in this study can be classified based on their last education as follows:

Respondent Description Table According to Last Education

Education	Frequency	Percentage
High School/Vocational School	126	52.5
Diploma	27	11.3
Bachelor	74	30.8
S2	13	5.4
Total	**240**	**100.0**

Source: Data processing results, 2025.

Based on the table above, it can be seen that most respondents have a high school/vocational high school education, namely 126 respondents (52.5%). For respondents with a diploma degree, there are 27 respondents (11.73%), 74 respondents (30.8%) have a bachelor's degree, and 13 (5.4%) respondents have a master's degree. At the high school level, police officers have the ability to carry out duties in accordance with organizational policies.

4) Length of work

The characteristics of respondents used in this study can be classified based on the length of time they have worked as follows:

Respondent Description Table According to Length of Service

Years of service	Frequency	Percentage
<= 5 years	68	28.3
6 - 10 years	71	29.6
11 - 15 years	50	20.8
16 - 20 years	28	11.7
> 20 years	23	9.6
Total	**240**	**100.0**

Source: Primary Data Processing Results, 2025.

In the table, it is known that most respondents have a work period of between 6-10 years, as many as 71 respondents (29.6%). Respondents with a work period of less than 5 years are 68 respondents (28.3%), a work period of 11 - 15 years are 50 respondents (20.8%), a work period of 16 - 20 years are 28 respondents (11.7%), and respondents with a work period > 20 years are 23 respondents (9.6%). The experience possessed by police officers makes them better able to understand the law and procedures in law enforcement.

The use of descriptive analysis aims to obtain an overview of respondents' assessment of the variables studied. With descriptive analysis, information about respondents' tendencies in

responding to the indicators used to measure the research variables can be generated. Data explanation is done by giving an assessment weight to each statement in the questionnaire.

The respondent response criteria follow the following assessment scale: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Furthermore, from this scale, the data will be grouped into three categories. To determine the score criteria for each group can be calculated as follows(Sugiyono, 2017):

Highest score = 5

Lowest score   = 1

Range   = Scorehighest – lowest score = 5 - 1 = 4

Class interval   = Range / number of categories = 4/3 = 1.33

Based on the magnitude of the class interval, the criteria for the three categories are: low category, score = 1.00 - 2.33, medium category, score = 2.34 - 3.66 and high/good category, with a score of 3.67 - 5.00. The results of the calculation of each indicator are presented in full below:

YesResearch Variable Description bell

No	Variables and indicators	Mean	Standard Deviation
1	**Motivation**	**3.90**	
	a. *Need for achievement,*	3.87	0.74
	b. *Need for power,*	3.91	0.71
	c. *Need for affiliation*	3.92	0.72
2	**Smart work**	**3.87**	
	a. Software collaboration;	3.90	0.81
	b. Changing HR behavior and practices;	3.85	0.87
	c. Reconfiguring the work environment	3.84	0.86
3	**Personnel performance**	**3.94**	
	a. Carry out tasks efficiently and effectively	3.94	0.69
	b. Committed to ethics and code of conduct,	3.86	0.68
	c. Working independently,	3.96	0.70
	d. *Maintain good working relationships*	3.98	0.65

The table shows that the overall mean value of the Motivation variable data is 3.90, which is in the high/good category range (3.67 – 5.00). This means that the personnel have good Motivation. The results of the data description on the Motivation variable were obtained with the highest mean value being the Need for affiliation indicator (3.92) and the lowest being the Need for achievement indicator (3.87).

In the overall Smart Work variable, the mean value obtained was 3.87, which is in the high/good category (3.67 – 5.00). This means that personnel have Smart Work that is classified as good. The results of the data description on the Smart Work variable were

obtained with the highest mean value being the Software Collaboration indicator (3.90) and the lowest being the Work Environment Reconfiguration indicator (3.84).

In the overall Personnel Performance variable, the mean value obtained was 3.94, located in the good category range (3.66 - 5.00). This means that the respondents have good performance. The results of the data description on the Personnel Performance variable were obtained with the highest mean value being the indicator Maintaining good working relationships (3.98) and the lowest being the indicator Committed to ethics and code of conduct (3.86).

Reliability testing is carried out to prove accuracy, consistency and precision.instruments in measuring constructs. Reliable indicates that the research indicators used are in accordance with the actual conditions of the research object. Measuring the reliability test of a construct with reflective indicators can be done using three methods, namely:

a. *Composite Reliability*. Indicators of a construct give good results, namely if they are able to provide a composite reliability value of more than 0.70.

b. *Average Variance Extracted*(AVE). AVE criteria that are above 0.5 indicate that the indicators that form the research variables are said to be reliable, so they can be used in further analysis in research.

c. *Cronbach's alpha.*The Cronbach alpha score criteria of more than 0.70 means that the reliability of the construct being studied is classified as good.(Ghozali, 2014).

The composite reliability, Cronbach's alpha, and AVE values for each construct of this study are presented in their entirety in the table below:

Reliability Test Results Table

	Cronbach's alpha	*Composite reliability*	*Average variance extracted (AVE)*
Smart Work	0.918	0.949	0.861
Personnel Performance	0.811	0.876	0.638
Motivation	0.824	0.891	0.733

Source: Smart PLS 4.1.0 data processing (2025)

The results of the reliability test of each structure are shown in the table above. The findings show that the cronbach alpha value of each construct is more than 0.7, then the composite reliability value of each construct is more than 0.7, and the AVE value of each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the convergent validity, discriminant validity, and reliability tests of the research variables, the conclusion that can be drawn is that the indicators used in measuring latent variables can all be stated as valid and reliable measurement indicators.

Hypothesis testing of the research is conducted to see whether the hypothesis is accepted or not. The testing procedure is carried out by comparing the t-count with the t-table, assuming that the t-count is greater than the t-table. The t-table value for a significance level of 5% is 1.96. The following table shows the results of the influence test between variables using Partial Least Square analysis.

Direct Influence Path Coefficients Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Smart Work -> Personnel Performance	0.503	0.503	0.054	9.237	0.000
Motivation -> Smart Work	0.498	0.499	0.047	10,702	0.000
Motivation -> Personnel Performance	0.227	0.229	0.061	3,713	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the results of data processing presented above, the testing for each research hypothesis can be explained, namely:

1) Hypothesis Testing 1:

H1: The stronger the motivation, the higher the intelligent work of personnel.

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample) of the influence of Motivation on Smart Work, which was 0.498. The results provide evidence that Motivation has a positive influence on the smart work of personnel. The results of the t-test confirmed the findings, where it was known that the magnitude of the t-count (10.702) was greater than the t-table (1.96) with p (0.000) less than 0.05. Based on this test, it can be concluded that Motivation has a positive and significant influence on Smart Work. This result means that the higher the motivation, the better the smart work of personnel will tend to be. Based on this, the first hypothesis proposed in this study, namely "The stronger the motivation, the higher the smart work of personnel" can be accepted.

2) Hypothesis Testing 2:

H2: The higher the motivation, the better the personnel performance.

The second hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Motivation on Personnel Performance, which was 0.227. The results provide evidence that Motivation has a positive influence on Personnel Performance. The results of the t-test strengthen these findings, where it is known that the magnitude of the t-count (3.713) is greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that Motivation positively and significantly influences Personnel Performance. This result means that the higher the motivation, the better the personnel performance will tend to be. On this basis, the second hypothesis proposed in this

study, namely "The higher the motivation, the better the personnel performance" can be accepted.

3) Hypothesis Testing 3:

H3: The better the smart work culture, the better the personnel performance.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Smart Work on Personnel Performance, which was 0.503. The results provide evidence that Smart Work has a positive influence on Personnel Performance. The results of the t-test confirmed the findings, where it was known that the magnitude of the t-count (9.237) was greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of the test is that Smart Work positively and significantly influences Personnel Performance. This result means that if Smart Work is getting better, then Personnel Performance will tend to increase. On this basis, the third hypothesis proposed in this study, namely "The better the culture of smart work, the better the performance of personnel" can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in the table.

Summary Table of Hypothesis Test Results

	Hypothesis	t value	p-value	Conclusion
H1	*The stronger the motivation, the higher the intelligent work of the personnel.*	10,702	0.000	Accepted
H2	*The higher the motivation, the better the personnel performance.*	3,713	0.000	Accepted
H3	*The better the smart work culture the betterpersonnel performance*	9.237	0.000	Accepted

Description: The hypothesis is accepted if t>1.96 and p value <0.05
Source: Results of data processing with Smart PLS 4.1.0 (2025)

1) Analysis of the Indirect Influence of Motivation on Personnel Performance through Smart Work Mediation

Indirect effect testing is conducted to see the influence given by an exogenous variable (Motivation) to the endogenous variable (Personnel performance) through an intervening variable, namely the Smart Work variable. The indirect effect of Motivation on Personnel Performance through Smart Work mediation is depicted in the following path diagram:
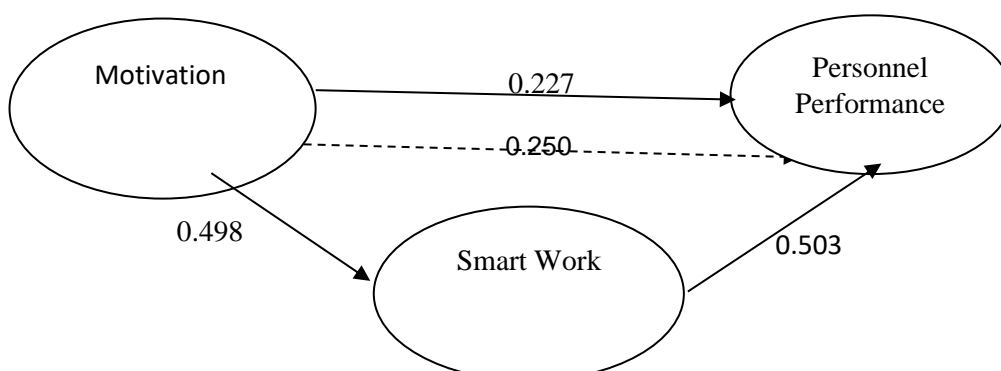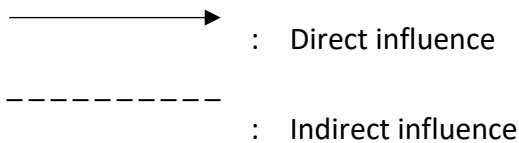
Image of Path Coefficient of Influence of Motivation on Personnel Performance through Smart Work

Information:

⟶   :   Direct influence

– – – – – – – – –   :   Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Indirect Effect Test Results Table

	Original sample	T statistics	P values	Information
Motivation -> Smart Work -> Personnel Performance	0.250	6,463	0000	Significant

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The mediation effect of Smart Work in relation to the Motivation variable on Personnel Performance is known to be 0.250. The results of the indirect effect test produced a t-count of 6.463 (t>1.96) with p = 0.000 <0.05. The conclusion of the test is that Smart Work mediates the effect of Motivation on Personnel Performance. This means that Personnel Motivation will have an impact on increasing the smart work of each personnel, this can increase the work spirit of personnel so that personnel performance becomes better.

Strong motivation makes police personnel not only work hard, but also find more effective ways of working. Such actions are manifested, for example, in choosing the most efficient method, using technology, optimizing teamwork, and making decisions based on intelligent analysis. Smart work allows personnel to achieve operational targets without wasting resources (time, energy, costs), increase the accuracy of actions, and accelerate the completion of field tasks.

The discussion that will be presented is as follows:

1) The Influence of Motivation on Smart Work

The first hypothesis proves that Motivation has a positive and significant influence on the intelligent work of personnel. This result means that the higher the motivation, the more intelligent work of personnel will tend to be better. This result supports the research (Nguyen et al. 2020)Motivation encourages individuals to maintain good relationships with co-workers and leaders above them, thereby improving performance.

The measurement of the Motivation variable in this study is a reflection of three indicators, namely the Need for achievement, Need for power, and Need for affiliation indicators. While the measurement of the Smart Work variable in this study is a reflection of three indicators. namely the Software Collaboration indicator; Changing HR behavior and practices; and Reconfiguring the work environment.

Based on the measurement results, the Need for Affiliation indicator is the indicator with the highest outer loading value on the Motivation variable, while on the Smart Work variable, the Work Environment Reconfiguration indicator shows the highest contribution. This relationship indicates a strong positive correlation between an individual's need to build social relationships or feel accepted in the work environment (need for affiliation) with the tendency to make adjustments or rearrangements to the work environment to better support productivity and efficiency.

In other words, the greater the desire of personnel to establish relationships and work in a collaborative atmosphere, the higher their initiative and ability to rearrange the work environment to create a more adaptive, comfortable, and supportive work atmosphere. This reflects that social motivation can be an important trigger in creating a dynamic and responsive work environment to the needs of the organization.

The results of the analysis show that in the motivation variable, the indicator with the lowest outer loading value is Need for Achievement or the need to achieve. Meanwhile, in the smart work variable, the indicator with the lowest contribution is shown by Software Collaboration. Although the contribution value is lower than other indicators, the positive relationship between these two indicators still shows that the higher the individual's drive to achieve and achieve, the higher the tendency to utilize software-based collaboration to support their work.

This implies that individuals who are motivated to achieve tend to be open to the use of collaborative technology as a means to increase work effectiveness and efficiency. Thus, strengthening achievement motivation can encourage the adoption of collaborative smart work technology, although in this context it is not yet a dominant indicator. This potential can be maximized through digital training and increasing awareness of the benefits of using collaborative software in supporting work productivity.

2)   The Influence of Motivation on Personnel Performance

The second hypothesis proves that Motivation has a positive and significant influence on personnel performance. This result means that the higher the motivation, the better the personnel performance will tend to be. This result supports the research(Febrianti, Suharto, and Wachyudi 2020; Sugiarti 2021; Wau and Purwanto 2021; Widisono, Djamil, and Saluy 2021)which states that work motivation has a positive effect on employee performance.

The measurement of Motivation variables in this study is a reflection of three indicators, namely the Need for achievement, Need for power, and Need for affiliation indicators. While the Measurement of Personnel Performance variables is reflected through four indicators, namely the indicators Carrying out tasks efficiently and effectively, Committing to ethics and codes of conduct, Working independently, and Maintaining good working relationships.

The measurement results show that in the motivation variable, the need for affiliation indicator has the highest outer loading value, which means that the need to establish social relationships and feel accepted by the work environment is the most dominant aspect in shaping personnel motivation. Meanwhile, in the personnel performance variable, the indicator of maintaining good working relationships occupies the highest position in its contribution to the overall variables. The correlation between the two indicators indicates that the stronger the individual's drive to affiliate and build social closeness in the workplace, the greater their tendency to maintain harmonious and mutually supportive working relationships.

This means that motivation driven by the need for affiliation can directly encourage positive collaborative behavior, such as improving communication between coworkers, helping each other in completing tasks, and creating an inclusive and respectful work climate. In an organizational context, this is an important element in creating a healthy and productive work environment. Individuals who are motivated by social relationships tend to have higher levels of empathy and concern, so they are better able to build solid work networks. As a result, not only do interpersonal relationships improve, but team coordination and work effectiveness also increase, which ultimately has a direct impact on improving overall organizational performance.

The measurement results show that the Need for Achievement indicator has the lowest outer loading value on the motivation variable, while on the personnel performance variable, the indicator with the lowest contribution is Commitment to Ethics and Code of Conduct. However, the positive correlation between these two indicators indicates that an increase in an individual's need for achievement tends to be accompanied by an increase in commitment to professional ethics and compliance with the organization's code of conduct.

When the drive to achieve personal or professional success is stronger, personnel will also be more likely to maintain integrity, uphold moral values, and act according to established behavioral standards. This shows that achievement motivation not only encourages high work results, but also strengthens moral responsibility as part of quality and ethical performance.

3) The Influence of Smart Work Culture on Personnel Performance

The third hypothesis proves that Smart Work Culture has a positive and significant influence on personnel performance. This result means that the higher the motivation, the better the personnel performance will tend to be. This result supports the research that states that

implementation *Smart working* initiated by the company will enable workers to work more effectively(Carbonara, Pellegrino, and Scozzi 2022).

The measurement of the Smart Work variable in this study is a reflection of three indicators. namely the Software Collaboration indicator; Changing HR behavior and practices; and Reconfiguring the work environment. While Personnel performance is reflected in four indicators, namely the indicator Carrying out tasks efficiently and effectively, Committing to ethics and code of conduct, Working independently, and Maintaining good working relationships.

The measurement results show that in the smart work variable, the work environment reconfiguration indicator has the highest outer loading value, which means that the individual's ability to adjust, rearrange, and optimize the work environment to be more efficient is the most dominant aspect in smart work practices. Meanwhile, in the personnel performance variable, the indicator of maintaining good working relationships occupies the highest position, reflecting the importance of maintaining harmony and effective communication between coworkers in supporting performance.

The correlation between these two indicators indicates that the higher the ability of personnel to manage and adjust the work environment strategically, the greater their ability to create and maintain healthy and collaborative work relationships. This means that intelligent restructuring of the work environment not only has an impact on task efficiency, but also creates a workspace that is conducive to positive interpersonal interactions. A well-structured environment will facilitate smooth communication, reduce conflict, and increase mutual respect, thus contributing directly to improving the quality of work relationships and overall performance achievement.

Based on the measurement results, the Software Collaboration indicator has the lowest outer loading value on the smart work variable, while the Committed to Ethics and Code of Conduct indicator shows the lowest contribution to the personnel performance variable. Although both have the lowest weight in each variable, the correlation between the two still shows a positive relationship, where the better the utilization and collaboration through work software, the higher the personnel's commitment to ethics and compliance with the organization's code of conduct.

This means that the integration of digital technology into work processes through software collaboration has the potential to play a significant role in encouraging more ethical professional behavior. When software systems are used effectively to support teamwork, transparent communication, and accurate documentation, accountability and oversight mechanisms will also increase. This can create a more orderly and rule-abiding work culture, as personnel feel more systematically bound to established behavioral standards. In other words, the use of technology not only supports productivity, but also strengthens work discipline and ethical responsibility in the organizational environment.

5. Conclusion

Based on the proof of the hypothesis and discussion related to the formulation of the problems in this study, the answers to the research questions that arise are as follows:Motivation plays a positive and significant role in encouraging increased smart work in personnel. This finding shows that the higher the level of motivation possessed, the tendency of personnel to work intelligently will also increase, Motivation has a positive and significant influence on improving personnel performance. This result shows that when motivation increases, personnel work performance also tends to increase, Smart work functions as a mediator in the relationship between motivation and personnel performance. This means that high motivation possessed by personnel will encourage increased smart work, which in turn will foster work enthusiasm and have a positive impact on overall performance achievement. So it is concluded that the performance improvement model for Grobogan Police personnel, Central Java Regional Police, can be realized through strengthening motivation that encourages smart work, and is supported by a smart work culture as the main driving factor.

5. References

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