

The Influence of Organizational Culture and Perceived Organizational Support on Personnel Performance Through Work Engagement as A Mediation Variable (A Study in The Field of Profession and Security of The Central Java Regional Polda)

Supriyadi

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: suprimeme@gmail.com

Abstract. *This study aims to examine and analyze the influence of organizational culture and perceived organizational support (POS) on personnel performance, as well as the role of work engagement as a mediating variable in personnel in the Professional and Security Division (Bidpropam) of the Central Java Regional Police. Internal Bidpropam data shows a decline in the average performance achievement of personnel from 87.5% in 2022 to 82.3% in 2024, which includes a decline in aspects of timely task completion, active participation in organizational activities, and initiative in identifying internal problems. This condition encourages the need for a comprehensive study of the factors that influence personnel performance. This study uses a quantitative approach with a census method on all 180 Bidpropam personnel of the Central Java Regional Police as the research population. Data collection was carried out through a questionnaire with a Likert scale of 1–5. Data analysis used the Partial Least Square Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software version 4.0 to test the validity, reliability, and relationships between variables in the developed structural model. The results of the study showed that: (1) organizational culture has a positive and significant effect on work engagement ($\beta = 0.442$; $p = 0.000$); (2) perceived organizational support has a positive and significant effect on work engagement ($\beta = 0.385$; $p = 0.000$); (3) organizational culture has a positive and significant effect on personnel performance ($\beta = 0.545$; $p = 0.000$); (4) perceived organizational support has a positive and significant effect on personnel performance ($\beta = 0.234$; $p = 0.000$); (5) work engagement has a positive and significant effect on personnel performance ($\beta = 0.405$; $p = 0.000$); (6) work engagement is proven to mediate the effect of organizational culture on personnel performance ($\beta = 0.179$; $p = 0.000$); and (7) work engagement is proven to mediate the effect of perceived organizational support on personnel performance ($\beta = 0.156$; $p = 0.000$). All research hypotheses were proven to be accepted. The R-Square value for the work engagement variable is 0.418 (moderate category) and for personnel performance is 0.895 (strong category), which indicates that this research model has high predictive power. The findings of this*

study confirm that work engagement plays a crucial psychological mechanism that bridges the influence of organizational culture and perceived organizational support on personnel performance. Practically, the Central Java Regional Police's Propam Division needs to strengthen an adaptive and innovative organizational culture, improve the quality of responsive organizational support, and develop strategic policies oriented towards increasing personnel work engagement as a foundation for continuous performance improvement.

Keywords: Bidpropam Polda Central Java; Organizational Culture; Perceived Organizational Support; Personnel Performance; PLS-SEM; Work Engagement.

1. Introduction

As a law enforcement institution, the Indonesian National Police (Polri) plays a strategic role in maintaining public order and security. In carrying out its functions, the police are required to perform optimally, professionally, and accountably. This aligns with the spirit of bureaucratic reform, which requires every public institution to improve the quality of service and performance of its personnel. The performance of police personnel is a crucial indicator in shaping public perception and trust in the police institution as a whole (Fadilah & Situmorang, 2024).

The Professional and Security Division (Bidpropam) of the Central Java Regional Police is a special unit with a vital function in conducting internal supervision of all police personnel in the Central Java region. As a supervisory unit, Bidpropam is responsible for ensuring that all police personnel carry out their duties and obligations in accordance with the professional code of ethics, disciplinary regulations, and applicable legal provisions (Hamid et al., 2025). Given its strategic function, personnel in Bidpropam are required to have high performance standards, strong integrity, and full dedication in carrying out supervisory duties.

However, in daily operational practice, various phenomena are still found indicating that the performance of personnel in the Central Java Regional Police's Propam Division is not yet fully optimal.

This is evident, among other things, in the declining work morale of some personnel, delays in completing administrative and operational tasks, low levels of active participation in organizational activities, and a lack of initiative in identifying and addressing internal problems. This situation is certainly a serious concern, given that the Propam Division is at the forefront of maintaining the professionalism and integrity of the police institution.

Various studies have shown that personnel performance does not exist in isolation but is influenced by various factors, both individual and organizational. Ratnaningtyas (2024) states that personnel performance can be influenced by various internal organizational factors, such as organizational culture, work motivation, and perceived organizational support. In the

context of a police organization, these three factors play a crucial role, given the hierarchical, militaristic, and highly disciplined nature of the police organization.

Organizational culture is a system of shared values, norms, and beliefs that shape the behavior of organizational members. Robbins & Judge (2017) explain that a strong organizational culture creates shared meaning and encourages behavior consistent with organizational values (Kadarwati, 2020). In the context of Bidpropam, an organizational culture that emphasizes integrity, accountability, and professionalism will shape positive work behavior patterns oriented toward achieving organizational goals. A conducive organizational culture can also create a supportive work environment, so that personnel feel comfortable and motivated to provide the best performance.

In addition to organizational culture, perceived organizational support (POS) also plays a significant role in shaping personnel performance. Eisenberger et al. (1986) define POS as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Solihin et al., 2025). In the context of Bidpropam, organizational support can take the form of leadership attention to personnel welfare, rewarding work performance, providing adequate work facilities, and a fair and transparent performance appraisal system. Lubis (2022) in his research at the Directorate of Samapta Polda Yogyakarta found that perceived organizational support had a positive and significant effect on police officer resilience with an effective contribution of 36%.

The table/figure above (Figure 1.1) illustrates a comparison of several performance problem indicators in the 2022 and 2024 periods at the Central Java Regional Police's Propam Division. Based on this data, it can be seen that the average personnel performance achievement decreased from 87.5% in 2022 to 82.3% in 2024. This decline occurred in almost all performance aspects, including: (1) timely task completion decreased from 85% to 79%; (2) active participation in organizational activities decreased from 80% to 73%; and (3) initiative in identifying internal problems decreased from 78% to 71%. This condition indicates a real phenomenon of declining performance that requires a more in-depth study of the causal factors, particularly from the aspects of organizational culture, perceived organizational support, and personnel work engagement.

These data confirm that the personnel performance issues at the Central Java Regional Police's Propam Division are not merely a perception phenomenon, but are supported by strong empirical evidence. This situation demonstrates the urgency of identifying factors that influence personnel performance and designing appropriate interventions to improve it. In the development of contemporary human resource management theory, work engagement has emerged as an important concept in explaining the psychological mechanisms linking organizational factors to individual performance. Schaufeli & Bakker (2004) define work engagement as a positive state of mind, satisfying, and related to work that is characterized by vigor, dedication, and absorption (Ardiansyah, 2023).

Personnel with high levels of work engagement will demonstrate enthusiasm for their work,

feel emotionally connected to their work, and be able to focus and immerse themselves in their work activities. Work engagement is thought to act as a mediating variable that bridges the influence of organizational culture, work motivation, and perceived organizational support on personnel performance (Budi Cahya Perwira, Indarto, 2025). This means that a strong organizational culture, high work motivation, and good organizational support do not immediately improve performance, but rather first form a strong work attachment in personnel. Personnel who are engaged with their work will demonstrate positive, proactive, and results-oriented work behaviors, which ultimately contribute to improved performance.

Research conducted by Sulistyanto et al., (2022) in the Professional and Security Division (Bidpropam) of the Central Java Regional Police found that organizational culture and work motivation significantly influenced personnel performance, with work discipline as a mediating variable. However, along with changes in organizational dynamics, internal police policies, and increasing demands for professionalism in the last three years, these results need to be revalidated. Furthermore, this study developed a model by adding perceived organizational support (POS) and work engagement as mediating variables, in order to provide a more comprehensive understanding of the factors that influence personnel performance in the Central Java Regional Police's Propam Division.

Furthermore, research by Mus & Latief (2020) at the Makassar City Police (Polrestabes) showed that organizational culture, work commitment, and compensation significantly influence job satisfaction and performance of police officers. These findings emphasize the importance of organizational culture in shaping positive perceptions of personnel performance. However, this research was conducted in the context of the Polrestabes, which has different organizational characteristics from the Professional and Security Division (Propam) as an internal oversight unit. Therefore, there is still room to explore more specifically how factors such as organizational culture, work motivation, and perceived organizational support influence personnel performance through work engagement, especially in the context of an internal police oversight unit such as Propam.

Meanwhile, research conducted by Sudaryono (2023) attempted to expand the model of inter-variable relationships by examining the mediating role of work motivation on the influence of work discipline and organizational culture on employee performance. The results showed that work discipline and organizational culture significantly influenced performance, and work motivation acted as a mediating variable. These findings provide a theoretical basis for suggesting that work motivation can be an intermediary variable in improving performance. However, this research was conducted in the context of a private company, not a police institution that has a system and different organizational characteristics, such as militaristic culture, strict command hierarchy, and high demands for integrity and discipline, so that re-examination is necessary in the context of a police organization.

Furthermore, research conducted by Fitri et al., (2025) at the Yogyakarta Regional Police's

Directorate of Community Empowerment (Samapta) examined the role of self-efficacy and perceived organizational support (POS) on police officer resilience. The results showed that both variables had a positive and significant effect on resilience, with an effective contribution of 91.3%. This finding confirms that self-confidence and organizational support play a significant role in shaping police officers' mental resilience to work pressure and high-risk situations. However, this study focused solely on the psychological aspect of resilience, without exploring its relationship to operational performance or work behavior. Therefore, there is still room for research to examine how organizational support and other psychological factors such as work engagement contribute to improving personnel performance in the context of police organizations.

Based on various previous studies, there is an inconsistency (research gap) in empirical findings regarding the influence of Perceived Organizational Support (POS) on personnel performance, which has become a subject of academic debate. Several studies have found that POS has a positive and significant effect on performance, including: Solihin et al. (2025) who proved that POS significantly influences employee commitment and performance; Fitri et al. (2025) who showed that POS has a strong influence on the resilience and performance of police personnel; and Riki Kurniawan & Lukmanul Hakim (2025) found that POS is directly related to the performance dimensions of police personnel. However, several studies have found that POS does not have a significant direct effect on performance, but rather only through mediating variables such as work engagement or organizational commitment (Lubis, 2022).

This inconsistency is also found in the influence of organizational culture on performance: Prastowo (2025) found a significant effect mediated by organizational commitment, while other studies showed an indirect effect through work engagement. Furthermore, most previous studies have not integrated organizational culture and POS simultaneously through work engagement as a mediating variable in the context of the police internal oversight unit. Research on the Central Java Regional Police's Propam Division is also still very limited, despite policy changes and bureaucratic reforms that have the potential to produce new empirical findings. Therefore, this research is important to fill and bridge this gap.

Third, the diverse contexts of previous research, conducted at the City Police Headquarters (Polrestabes), the Directorate of Community Service (Samapta), and private companies, demonstrate the need for more specific studies on the Propam (Propam) unit, which has unique characteristics, a distinctive hierarchical system, and a distinct disciplinary culture. Fourth, most previous research still uses simple regression analysis and has not comprehensively tested indirect (mediation) relationships using a more in-depth structural model. Therefore, this study attempts to fill this conceptual and empirical gap by examining the role of work engagement as a mediating variable for the influence of organizational culture and perceived organizational support on personnel performance in the Professional and Security Division of the Central Java Regional Police. With this approach, it is hoped that a deeper understanding of how a strong organizational culture and good organizational

support can build personnel work engagement, ultimately improving their performance is obtained.

Work engagement was chosen as a mediating variable in this study because it is theoretically and empirically capable of bridging the influence of organizational factors on personnel performance. Based on Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2007), organizational resources such as a strong culture and high organizational support (POS) will increase work engagement, which then drives more optimal performance. Personnel with high work engagement, characterized by vigor, dedication, and absorption, have been shown to consistently demonstrate better work performance (Schaufeli & Bakker, 2004; Prahara et al., 2020). Thus, without strong work engagement, the influence of organizational culture and POS on performance can be partial or inconsistent. Therefore, examining the mediating role of work engagement is crucial to understanding the psychological mechanisms linking organizational factors to the performance of Bidpropam personnel.

2. Research Methods

This research is a causal study to determine the effect of organizational culture and perceived organizational support on personnel performance with work engagement as a mediating variable (Sekaran & Bougie, 2016). The study uses a quantitative approach because it is suitable for testing causal relationships and hypotheses through numerical data (Sekaran & Bougie, 2016). The data used are primary data collected through a Google Form questionnaire filled out by personnel from the Professional and Security Division of the Central Java Regional Police. Data analysis was carried out using Partial Least Square–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4.0 to test validity, reliability, model fit, and the influence between variables. The selection of PLS-SEM is based on its ability to handle complex structural models, does not require strict normality assumptions, can be used on small samples, handles reflective and formative indicators, and is suitable for exploratory and confirmatory research (Hair et al., 2019).

3. Results and Discussion

3.1. The Influence of Organizational Culture on Work Engagement

Based on the results of the hypothesis testing in Table 4.12, the influence of organizational culture on work engagement shows a path coefficient value of 0.442 with a T-statistic value of 5.418 and a p-value of $0.000 < 0.05$. Thus, H1 is accepted, which means that organizational culture has a positive and significant effect on the work engagement of personnel in the Professional and Security Sector of the Central Java Regional Police.

The results of this study align with the theory proposed by Robbins & Judge (2017), which explains that a strong organizational culture creates shared meaning and encourages behavior consistent with organizational values (Kadarwati, 2020). The organizational culture at the Central Java Regional Police's Propam Division, which emphasizes integrity,

accountability, and professionalism, has been shown to shape positive work behavior patterns, thus encouraging personnel to be more fully engaged in their work.

This finding is supported by Kadarwati's (2020) study which states that a consistent, adaptive, and progress-oriented institutional culture can create psychological safety, strengthen employee identification with the organization and increased work engagement. When employees feel that the organization's cultural values align with their personal values, they develop a greater sense of belonging and dedication to their duties and responsibilities.

Empirically, the descriptive data in Table 4.3 shows that the organizational culture variable obtained an average index value of 79.05, which is included in the high category (73.4–100). The highest indicator is team orientation (81.11), which indicates that the teamwork culture is very strong in the Bidpropam environment. This is relevant to the results of the PLS-SEM test, which proved that a strong organizational culture contributes significantly to increasing personnel work engagement.

In the context of police organizations, Rezky Nur Harismehendra (2024) demonstrated that a culture of integrity and solidarity inherent in police institutions helps enhance a sense of responsibility, work readiness, and personnel engagement with the institution's roles and mandates. This finding aligns with conditions at the Central Java Regional Police's Propam Division, where a culture based on discipline and professionalism has been shown to strengthen the dimensions of vigor, dedication, and absorption, representing personnel work engagement.

Based on the Job Demands-Resources (JD-R) Theory put forward by Bakker & Demerouti (2007), organizational resources such as a strong culture are one of the job resources that directly increases work engagement. A healthy, results-oriented organizational culture provides personnel with the psychological resources to face work challenges with enthusiasm, thus fostering optimal work engagement.

3.1.1. The Influence of Perceived Organizational Support on Work Engagement

Based on the results of the hypothesis testing in Table 4.12, the effect of perceived organizational support (POS) on work engagement shows a path coefficient value of 0.385 with a T-statistic of 4.213 and a p-value of $0.000 < 0.05$. Thus, H2 is accepted, which means that perceived organizational support has a positive and significant effect on work engagement of personnel in the Central Java Regional Police's Propam Division. This result is in line with the theory put forward by Eisenberger et al. (1986) which defines POS as employee perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Solihin et al., 2025). When personnel feel real support from the organization in the form of attention to their well-being, procedural justice, and appreciation for work contributions, a stronger emotional attachment to their work will grow.

Within the framework of Social Exchange Theory, when individuals perceive support from an organization, they tend to reciprocate through higher engagement, commitment, and work performance. This is evidenced by the findings of Riki Kurniawan & Lukmanul Hakim (2025) emphasized that high levels of POS are directly related to an increase in the main dimensions of work engagement, namely vigor, dedication, and deep involvement (absorption).

Descriptively, the data in Table 4.4 shows that the POS variable obtained an average index value of 78.43, which is categorized as high. The highest indicator is the availability of adequate work facilities (80.11), indicating that the facilities and infrastructure provided by the organization significantly support personnel performance. This high level of organizational support psychologically creates a stronger sense of security, loyalty, and work ethic among personnel.

In the context of a police organization, the POS plays a more crucial role given the high-risk nature of the job and the need for mental resilience. Prastowo (2025) found that organizational support provided to police personnel increases psychological resilience, a sense of job security, and engagement in carrying out tasks. This finding confirms that Bidpropam personnel who feel supported by their organization will demonstrate higher work engagement because they feel recognized for their presence and contributions. Lubis (2022) in his research on police officers also found that perceived organizational support has a positive and significant effect on the commitment and engagement of police officers. This is in line with the findings of this study, which proves that POS is an important predictor of work engagement among Bidpropam personnel at the Central Java Regional Police.

3.1.2. The Influence of Organizational Culture on Personnel Performance

Based on the results of the hypothesis testing in Table 4.12, the influence of organizational culture on personnel performance shows a path coefficient value of 0.545 with a T-statistic of 10.268 and a p-value of 0.000 <0.05. Thus, H3 is accepted, which means that organizational culture has a positive and significant effect on personnel performance in the Central Java Regional Police's Propam Division. The path coefficient value of 0.545 indicates a fairly strong influence, while also making organizational culture the exogenous variable with the largest direct influence on personnel performance in this research model. The results of this study support the view of Robbins & Judge (2017) who explained that a strong organizational culture creates role clarity, strengthens professional values, and encourages productive work behavior. An organizational culture oriented towards integrity, accountability, and results orientation as applied in Propam Division has been shown to form high performance standards in each personnel. This finding is also consistent with the research of Fadhila & Sitohang (2024) who found that a directed and consistent organizational culture significantly improves individual performance by strengthening the values of professionalism and work responsibility. Meanwhile, Sari (2023) emphasized that a supportive, adaptive, and value-based organizational culture contributes to improving performance quality through role clarity, regular work processes, and improved coordination

between personnel.

From a descriptive data perspective, the organizational culture variable obtained an average value of 79.05 (high category), while personnel performance obtained an average value of 78.78 (high category). Both are in the same category, indicating that personnel's positive perceptions of organizational culture are in line with their high performance achievements. In the context of the Central Java Regional Police's Propam Division, as an internal supervisory unit, a culture that emphasizes precision, results orientation, and teamwork has been shown to encourage personnel to complete tasks with high quality, on time, and with a good level of independence. Prastowo (2025) also found similar results that organizational culture significantly influences the performance of police personnel at the Kuningan Police, thus strengthening the external validity of this study's findings. Heru Budi Sulistyanto (2022) in his previous research at the Central Java Regional Police's Propam Division also demonstrated that organizational culture significantly influences personnel performance. This study confirms and strengthens these findings in a more contemporary context by adding the variable of work engagement as a mediator.

3.2. The Influence of Perceived Organizational Support on Personnel Performance

Based on the results of the hypothesis testing in Table 4.12, the influence of perceived organizational support (POS) on personnel performance shows a path coefficient value of 0.234 with a T-statistic of 4.499 and a p-value of $0.000 < 0.05$. Thus, H4 is accepted, which means that perceived organizational support has a positive and significant effect on personnel performance in the Central Java Regional Police's Propam Division. This finding aligns with the basic POS concept developed by Eisenberger et al. (1986), which explains that when employees perceive that the organization values their contributions and cares about their well-being, they will be motivated to reciprocate this support by improving their performance. In the context of Propam Division, personnel's perception of high organizational support, as indicated by an average POS score of 78.43, encourages affective commitment and work motivation, which have a positive impact on performance.

Research by Akgunduz & Bardakoglu (2022) shows that POS not only increases internal motivation but also encourages organizational citizenship behavior (OCB), which contributes to improved overall performance quality. Organizational support has been shown to create psychological stability, reduce work stress, and enhance employees' ability to effectively complete core tasks. This is relevant to the characteristics of work at the Propam Agency, which demands a high level of discipline and precision in every task.

In the context of police organizations, findings by Wijaya et al. (2023) indicate that POS among police personnel increases trust in the institution, satisfaction in carrying out duties, and effectiveness in implementing security and public service functions. Support is provided through coaching, adequate work facilities, and positive feedback have been shown to strengthen personnel readiness in facing operational demands. Solihin et al. (2025) also demonstrated that POS significantly influences employee commitment and performance.

This study reinforces these findings in the context of a police organization, where perceived organizational support significantly contributed to improved performance of personnel at the Central Java Regional Police's Propam Division.

3.2.1. The Influence of Work Engagement on Personnel Performance

Based on the results of the hypothesis testing in Table 4.12, the effect of work engagement on personnel performance shows a path coefficient value of 0.405 with a T-statistic of 7.281 and a p-value of $0.000 < 0.05$. Thus, H5 is accepted, which means that work engagement has a positive and significant effect on personnel performance in the Bidpropam Polda Central Java.

This finding aligns with the concept developed by Schaufeli & Bakker (2004), who define work engagement as a positive, satisfying, and work-related state of mind characterized by vigor, dedication, and absorption (Ardiansyah, 2023). These three dimensions simultaneously contribute to encouraging personnel to deliver optimal performance. Prahara et al. (2020) demonstrated that employees with high levels of engagement tend to demonstrate better performance, both in completing core tasks and voluntary contributions outside of formal job descriptions. Vigor contributes to work resilience and energy, dedication strengthens commitment to tasks and organizational goals, and absorption improves focus and the quality of work output.

Based on descriptive data, the work engagement variable obtained an average index value of 78.96 (high category). The highest indicator was stamina and mental resilience (80.33), indicating that Bidpropam personnel have good work endurance in facing various task demands. This high level of work engagement has been empirically proven to contribute to performance achievements, which are also in the high category (78.78). In the context of law enforcement institutions, Maura Magnalia Madyaratri (2021) showed that law enforcement personnel with high levels of engagement tend to work more carefully, comply with procedures, and are able to provide more professional services. This finding proves that work engagement not only improves technical performance but also encourages quality work behavior that supports public service, something highly relevant to Bidpropam's function as an internal police oversight unit. Budi Cahya Perwira & Indarto (2025) also emphasized that work engagement acts as a mediating variable that bridges the influence of organizational factors on police personnel performance. This finding strengthens the position of work engagement as a strategic predictor of performance that cannot be ignored in the development of police human resources.

3.2.2. The Influence of Organizational Culture on Personnel Performance with Work Engagement as a Mediating Variable

Based on the results of the mediation effect test in Table 4.13, the indirect effect of organizational culture on personnel performance through work engagement shows a coefficient value of 0.179 with a T-statistic of 4.015 and a p-value of $0.000 < 0.05$. Thus, H6 is

accepted, which means that work engagement is proven to mediate the effect of organizational culture on personnel performance in the Central Java Regional Police's Propam Division positively and significantly. This finding confirms the psychological mechanism that explains how organizational culture indirectly improves performance through the intermediary of work engagement. Personnel who internalize organizational cultural values such as integrity, discipline, result orientation, and teamwork will develop a positive psychological condition in the form of strong work engagement. This high work engagement then encourages personnel to provide the best performance in carrying out their duties.

Theoretically, this finding is based on the Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2007), which states that organizational resources, including a strong organizational culture, will increase work engagement, which in turn drives optimal performance. Prahara et al. (2020) and Kadarwati (2020) empirically support the mediating role of work engagement in the relationship between organizational culture and performance. When the organizational culture is strong, personnel feel more engaged and enthusiastic, which ultimately improves the quality of performance significantly.

The presence of this mediating effect has important implications: a strong organizational culture does not automatically improve performance; it must first foster meaningful work engagement among personnel. In other words, without strong work engagement, the influence of organizational culture on performance can be partial and inconsistent, as evidenced by inconsistencies in previous research. Heru Budi Sulistyanto (2022), in his research at the Central Java Regional Police's Propam Division, found that organizational culture significantly influenced personnel performance, with work discipline acting as a mediator. This study expands on these findings by demonstrating that work engagement, a more comprehensive representation of positive psychological states, also acts as an effective mediator in the relationship between organizational culture and personnel performance.

3.2.3. The Influence of Perceived Organizational Support on Personnel Performance with Work Engagement as a Mediating Variable

Based on the results of the mediation effect test in Table 4.13, the indirect effect of perceived organizational support on personnel performance through work engagement shows a coefficient value of 0.156 with a T-statistic of 4.087 and a p-value of $0.000 < 0.05$. Thus, H7 is accepted, which means that work engagement is proven to mediate the effect *perceived organizational support* Positive and significant impact on personnel performance in the Central Java Regional Police's Propam Division. This finding reinforces the understanding that POS does not always directly improve performance, but rather first builds personnel's psychological attachment to their work. When personnel perceive that the organization cares about their well-being and values their contributions, they develop a deeper emotional attachment to their work in the form of vigor, dedication, and absorption. This attachment then directly impacts the quality of personnel performance.

Consistent with Social Exchange Theory, perceived organizational support will be reciprocated by personnel through higher work engagement and performance. Fitri et al. (2025) and Riki Kurniawan & Lukmanul Hakim (2025) support the relevance of this work engagement mediation pathway in the context of police organizations, where institutional support is key to maintaining personnel's enthusiasm and dedication in carrying out challenging tasks. Lubis (2022) in a study of police officers found that POS (Positive Position) influences the behavior and work performance of officers through mediating variables. This finding aligns with research findings that demonstrate that work engagement mediates the influence of POS on the performance of personnel in the Central Java Regional Police's Propam Division.

Overall, both mediation tests (H6 and H7) confirm that work engagement is a crucial psychological mechanism in explaining how organizational factors such as organizational culture and perceived organizational support work to improve personnel performance. Without strong work engagement, the influence of these two exogenous variables on performance may be suboptimal. Therefore, organizations need to ensure that a strong organizational culture and adequate organizational support jointly contribute to building high work engagement as a foundation for improving the performance of personnel in the Central Java Regional Police's Propam Division.

4. Conclusion

Based on the results of data analysis and discussion that have been carried out using the Partial Least Square Structural Equation Modeling (PLS-SEM) approach, this study produces the following conclusions: a. Organizational culture has been shown to have a positive and significant impact on work engagement. These findings suggest that a strong, adaptive, and value-oriented organizational culture can foster positive psychological well-being in employees, thereby increasing their level of engagement with their work. b. Perceived organizational support has a positive and significant effect on work engagement. This indicates that high perceptions of organizational support, whether in the form of attention, fairness, or appreciation for employee contributions, can strengthen emotional and cognitive work engagement. c. Organizational culture has a positive and significant influence on personnel performance. A well-internalized organizational culture plays a role in creating clear work standards, increasing discipline, and encouraging productive work behavior that contributes to improved performance. d. Perceived organizational support has a positive and significant effect on personnel performance. Organizational support perceived by personnel has been shown to increase intrinsic motivation and work commitment, which ultimately has an impact on improving individual performance. e. Work engagement has a positive and significant impact on personnel performance. A high level of work engagement, characterized by vigor, dedication, and absorption, has been shown to be an important determinant in improving the quality and effectiveness of performance. f. Work engagement acts as a mediating variable in the relationship between organizational culture and employee performance. This suggests that the influence of organizational culture on

performance is not only direct but also occurs through psychological mechanisms such as increased work engagement. g. Work engagement also acts as a mediating variable in the relationship between perceived organizational support and employee performance. Therefore, effective organizational support will improve performance if it fosters strong employee engagement.

5. References

Journals:

- Abbas, S. A. (2023). FAKTOR-FAKTOR PENDORONG MOTIVASI DAN PERANNYA DALAM MENDORONG PENINGKATAN KINERJA. *Balanca: Jurnal Ekonomi Dan Bisnis Islam*, 05(1), 45–55.
- Adhita Maharani Dewi, S.E., M. (2020). ANALISIS PENGARUH MOTIVASI KERJA LINGKUNGAN KERJA DAN KEPEMIMPINAN TERHADAP KINERJA KARYAWAN DI CV MARTHANI. *Jurnal Magisma*, 6(1), 1–22.
- Ardiansyah, R. F. (2023). Hubungan Antara Psychological Capital Dengan Work Engagement Pada Karyawan Divisi Produksi PT X Sidoarjo. *Character: Jurnal Penelitian Psikologi*, 10(03), 857–875.
- Budi Cahya Perwira, Indarto, Y. B. (2025). ANALISIS PENGARUH JOB DEMAND, TINGKAT STRES DAN BUDAYA ORGANISASI TERHADAP KINERJA PERSONEL MELALUI KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING PADA PERSONEL BINTARA. *SOCIAL: Jurnal Inovasi Pendidikan IPS*, 4(4), 746–753.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71(3), 500–507.
- Fadhila, I. N., & Sitohang, F. M. (2024). PENGARUH LINGKUNGAN KERJA, INSENTIF, DAN MOTIVASI TERHADAP KINERJA KARYAWAN BPJS KETENAGAKERJAAN CABANG JUANDA. *Jurnal Ilmu Dan Riset Manajemen*, 13(3).
- Fadilah, R. A., & Situmorang, L. (2024). PERSEPSI MASYARAKAT TERHADAP KINERJA KEPOLISIAN KECAMATAN MUARA JAWA KABUPATEN KUTAI KARTANEGARA. *Jurnal/Volume*, 12(3), 214–222.
- Fitri, A. A., Kusmaryani, R. E., Rosul, A., & Nizam, Z. (2025). Building Police Mental Resilience in 2025: The Role of Self-Efficacy and Perceived Organizational Support in Strengthening the Resilience of Samapta Directorate Members. *Jurnal/Volume*, 4(1), 40–49.
- Hidayatunnisa, E., Samawa, U., Besar, S., Info, A., & History, A. (2021). PERANAN MOTIVASI GUNA MENINGKATKAN PRODUKTIVITAS KERJA KARYAWAN PADA PT. CENTRAL DISTRIBUSI UTAMA. *Jurnal Ekonomi Dan Bisnis*, 9(1), 75–83.

- Hisbullah, A. A., & Izzati, U. A. (2021). HUBUNGAN ANTARA OPTIMISME DENGAN WORK ENGAGEMENT PADA GURU. *Character: Jurnal Penelitian Psikologi*, 8(5), 1–14.
- Iskandar, O. (2025). FAKTOR ORGANISASI PENENTU KINERJA GURU DAN STAF DI SEKOLAH. *JURNAL MANAJEMEN BISNIS DAN KEWIRAUSAHAAN*, 9(5), 799–812.
- Kadarwati. (2020). PENGARUH BUDAYA ORGANISASI, PERILAKU KEPEMIMPINAN, DAN KEPUASAN KERJA, TERHADAP KINERJA KARYAWAN STUDI KAUSAL DI PT. INDOLIFE PENSIONTAMA. *Skripsi/Tesis/Jurnal Universitas Dirgantara Marsekal Suryadarma*.
- Kurniawati, D. T., Manajemen, J., Ekonomi, F., & Brawijaya, U. (2025). Determinasi kepuasan kerja dengan work engagement sebagai variabel mediasi. *Jurnal/Volume*, 24, 229–244.
- Lisda L. Asi, Achmad Gani, S. S. (2021). Pengaruh Budaya Organisasi, Motivasi Kerja, Lingkungan Kerja Terhadap Komitmen Organisasional Dan Kinerja Dosen Universitas Negeri Gorontalo. *Journal of Management Science (JMS)*, 2(1), 1–24.
- Lubis, F. (2022). KONTRIBUSI PERCEIVED ORGANIZATIONAL SUPPORT TERHADAP KOMITMEN ORGANISASI PADA ANGGOTA KEPOLISIAN REPUBLIK INDONESIA. *Syntax Literate: Jurnal Ilmiah Indonesia*, 7(2).
- Maura Magnalia Madyaratri, U. A. I. (2021). PERBEDAAN WORK ENGAGEMENT DITINJAU DARI MASA KERJA PADA KARYAWAN BAGIAN PRODUKSI. *Character: Jurnal Penelitian Psikologi*, 8(3).
- Munawir Nasir, Rezky Ratnasari Taufan, M Fadhil, M. H. S. (2021). BUDAYA ORGANISASI DAN DISIPLIN KERJA SERTA PENGARUHNYA TERHADAP KINERJA KARYAWAN. *AkMen*, 18(April), 71–83.
- Mus, A. R., & Latief, B. (2020). Organizational Culture, Work Commitment and Compensation Effect on Job Satisfaction and Police Members Performance in Makassar Metropolitan City Police (POLRESTABES). *Jurnal/Volume*, 5(2), 1–6.
- Pratiwi, E. A., Sekar, D., Ningrum, A., & Mayang, R. (2021). Hubungan antara Meaningful Work dan Work Engagement pada Karyawan di Fakultas Psikologi Unjani. *Jurnal/Volume*, 5(3), 321–336.
- Praweswari, U., Turrahmah, M., & Mei, D. (2022). PENGARUH KEMAMPUAN KERJA DAN BUDAYA ORGANISASI TERHADAP KINERJA PEGAWAI DINAS PERPUSTAKAAN DAN KEARSIPAN KOTA PEKANBARU. *SINTAMA: Jurnal Sistem Informasi, Akuntansi Dan Manajemen*, 2(2).
- Riyanthi, F. A., Syarifah, D. (2020). HUBUNGAN ORGANIZATIONAL JUSTICE DAN WORK ENGAGEMENT PADA. *Jurnal Psikologi Industri Dan Organisasi*, 6, 13–25.

- Ruslan, M. (2025). Analysis of Professionalism towards Member Performance at Jeneponto Resort Police Office. Indonesian Journal of Business and Management KEPOLISIAN RESOR JENEPONTO, 7(2), 422–425.
- Sudaryono, S. (2023). PERAN MEDIASI MOTIVASI KERJA PADA PENGARUH DISIPLIN KERJA DAN BUDAYA ORGANISASI TERHADAP KINERJA KARYAWAN. Jurnal AKTUAL, 21(2), 1–8.
- Sulistia, A., Lusia, V., & Nursanti, W. (2025). KEPUASAN KERJA KARYAWAN DAN IMPLIKASINYA TERHADAP KINERJA KARYAWAN DI PT. BAJRA MANDALASAKTI JAKARTA. Jurnal/Volume, 13(1), 49–68.
- Tamalene, A., Rumadaul, M. (2024). Analisis Pengaruh Budaya Organisasi Dan Kepemimpinan Terhadap Kinerja Karyawan (Studi Pada Karyawan PT. Radar Ambon). Jurnal/Volume, 3(1), 197–217.
- Tawabie, S. M., & Amin, N. (2024). TRANSFORMASI MAKNA RITUAL DALAM MASYARAKAT MODERN: ANALISIS SOSIOLOGIS DAN BUDAYA. Gahwa: Jurnal Pendidikan Agama Islam, 3(1).
- Wahyu Prasetyono. (2020). Gaya Hidup Hedonisme dan Lingkungan Non-Fisik serta pengaruhnya terhadap Budaya Organisasi (Studi pada Karyawan Radio Persada Kabupaten Blitar). JURNAL REVITALISASI: Jurnal Ilmu Manajemen, 07(1), 58–64.

Books:

- Bernardin, H. J., & Russell, J. E. A. (2013). Human Resource Management: An Experiential Approach. McGraw-Hill.
- Herzberg, F. (1966). Work and the Nature of Man. World Publishing.
- Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior. Pearson.