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The Influence of Work Culture, Motivation and Discipline on Personnel Performance of the Detention and Evidence Sub-Division of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia

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Abstract: Personnel performance is a strategic factor in supporting the effectiveness of operational tasks, especially in the Detention and Evidence Sub-Division of the Operational Section of the Special Detachment 88 Anti-Terrorism Police of the Republic of Indonesia which has a high level of risk and demands for professionalism. This study aims to analyze the influence of work culture, motivation, and discipline on personnel performance, both partially and simultaneously. This study uses a quantitative approach with the support of qualitative data as a complement to enrich the interpretation of the research results. Quantitative data were collected through a structured questionnaire, while qualitative data were obtained from open-ended statements in the questionnaire and short interviews with related informants. The study population was 122 personnel, with a sample of 94 respondents determined using sampling techniques tailored to the research needs. Data analysis was carried out using SPSS Version 27 software. The results of the study indicate that partially motivation and discipline have a positive and significant effect on personnel performance, while work culture does not show a significant effect on personnel performance. Simultaneously, work culture, motivation, and discipline contribute to personnel performance, with a coefficient of determination (R Square) of 0.434. This indicates that 43.4% of the variation in personnel performance can be explained by these three variables, while the remaining 56.6% is influenced by other factors outside the research model. These findings confirm that increasing motivation and consistently enforcing discipline are key factors in improving personnel performance, while work culture requires strengthening and adjustments to have a more significant impact on performance within the Special Detachment 88 Anti-Terror Police environment.

Keyword: Work Culture, Motivation, Discipline, Personnel Performance, Detention and Evidence Sub-Division, Operational Section, Special Detachment 88 Anti-Terrorism, Indonesian National Police.

INTRODUCTION

The success of an organization is largely determined by the quality and performance of its human resources. In the context of the police, specifically the Special Detachment 88 Anti-Terrorism Unit (Densus 88 AT Polri), personnel performance plays a highly strategic role because it directly impacts the effectiveness of handling high-risk terrorism threats. Optimal personnel performance not only determines the success of law enforcement against terrorism but also ensures the safety of personnel and detainees, as well as legal certainty in the care and treatment of detainees, and the management of evidence. According to Hasibuan (2022), good performance reflects an individual's ability to carry out tasks according to their responsibilities and organizational standards, particularly in high-pressure and high-risk work environments.

Personnel of the Detention and Evidence Sub-Division (Subbag Tahti) of the Operational Section of Densus 88 AT Polri have a strategic role that demands professionalism, high discipline, and strong mental resilience. Their duties are not only related to the security aspects of detainees, but also include the care and treatment of detainees during the legal process and the management of highly sensitive evidence. Any form of negligence or procedural non-compliance can have serious impacts on safety, the integrity of the judicial process, and the image of the police institution. Therefore, the performance of Subbag Tahti personnel is a crucial element in maintaining the effectiveness and credibility of Densus 88 AT Polri.

The performance of personnel in this unit is influenced by various internal organizational factors, including work culture, motivation, and work discipline. Work culture serves as a foundation for collective behavior, shaping the values, norms, and action patterns of personnel in carrying out their duties (Robbins & Judge, 2022). A positive work culture can foster professionalism, loyalty, prudence, and commitment to tasks, enabling personnel to perform consistently even under high pressure. Colquitt et al. (2021) emphasized that a strong work culture contributes to increased operational effectiveness and reduced work errors in high-risk organizations.

Besides work culture, motivation is also a crucial factor influencing personnel performance. Motivation is an internal and external drive that drives individuals to act and maintain work behaviors to achieve organizational goals (Herzberg, 2017). Within the Densus 88 AT Polri environment, motivation is not only related to material incentives, but also recognition of achievement, job satisfaction, and support from leaders and colleagues. Luthans (2019) states that the combination of intrinsic and extrinsic motivation can increase work engagement, psychological resilience, and the quality of individual performance, especially in jobs with high levels of risk and complexity.

Work discipline is another factor inseparable from achieving optimal performance. Discipline reflects the level of personnel compliance with applicable regulations, procedures, and operational standards. In units handling terrorism crimes, discipline serves as a tool for controlling work behavior to ensure that all personnel actions comply with standard operating procedures (SOPs) and minimize the risk of operational errors (Bangun, 2019). Rivai and Sagala (2020) emphasize that high work discipline directly contributes to the effectiveness of task execution, orderliness in the workplace, and the organization's success in achieving its goals.

Various previous studies have shown that work culture, motivation, and discipline have a significant relationship with employee performance in public organizations, including the police (Hutabarat, 2021; Tjahjono, 2022). However, there is still limited research specifically examining these three variables in the context of elite units such as the Subbag Tahti Densus 88 AT Polri, which has characteristics of high-risk and complex tasks. Therefore, this study is important to empirically examine the influence of work culture, motivation, and discipline on personnel performance. The results are expected to provide academic contributions to the

development of human resource management theory and serve as a basis for strategic policy-making to improve the performance and professionalism of Densus 88 AT Polri personnel.

Work Culture

Work culture is a system of values, beliefs, norms, and behavioral patterns shared by members of an organization and serves as a guide for action and decision-making. Schein (2017) defines work culture as a pattern of basic assumptions created, discovered, or developed by a group of people to address external adaptation and internal integration issues. Robbins and Judge (2022) state that work culture serves as a differentiator between organizations, provides identity for its members, and fosters commitment to organizational goals. Hofstede et al. (2010) add that work culture influences how individuals perceive authority, risk, and responsibility, thus significantly determining work behavior in formal organizations such as the police force.

In the context of public organizations and law enforcement institutions, work culture plays a strategic role in shaping professionalism, integrity, and compliance with regulations. Denison (2018) explains that a strong work culture is characterized by member engagement, consistent values, adaptability, and a clear organizational mission. A positive work culture can create alignment between individual interests and organizational goals, thereby encouraging effective and responsible work behavior. Colquitt, LePine, and Wesson (2021) emphasize that a work culture oriented toward ethics and performance will improve the quality of decision-making and reduce the potential for behavioral deviations.

In high-risk units such as the Detention and Evidence Sub-Division of Densus 88 AT Polri, work culture encompasses the values of professionalism, prudence, procedural discipline, and loyalty to the institution. Deal and Kennedy (2016) state that a strong work culture can create behavioral stability under high-pressure conditions. Furthermore, Armstrong (2020) emphasizes that work culture functions as an informal control that influences individual performance more effectively than formal rules alone. Thus, work culture is a crucial foundation for shaping consistent, accountable, and safety-oriented personnel performance, as well as legal compliance.

Motivation

Motivation is an internal and external force that drives individuals to act, directs behavior, and sustains efforts to achieve specific goals. Robbins and Judge (2019) define motivation as a process that explains an individual's intensity, direction, and persistence in achieving organizational goals. Hasibuan (2020) states that work motivation is the drive that causes someone to carry out work activities earnestly and responsibly. Meanwhile, Luthans (2019) emphasizes that motivation plays a crucial role in shaping individual work attitudes, commitment, and performance.

Motivation theory explains that work motivation can stem from both intrinsic and extrinsic factors. Herzberg (2017), through his Two-Factor Theory, distinguishes motivating factors such as achievement, recognition, and responsibility, from hygienic factors such as salary and working conditions. Deci and Ryan (2018), through his Self-Determination Theory, emphasize the importance of the need for autonomy, competence, and social connectedness in building intrinsic motivation. Maslow (2018) also stated that fulfilling hierarchical needs, from physiological needs to self-actualization, will influence a person's level of work motivation. These theories demonstrate that motivation is not only material, but also psychological and social.

In a high-risk work environment like Densus 88 AT Polri, motivation plays a crucial role in maintaining mental resilience and personnel performance. Mangkunegara (2021) stated that highly motivated employees demonstrate work ethic, initiative, and resilience under work pressure. Vroom (2016), through Expectancy Theory, asserts that individuals will be motivated if they believe their efforts will result in good performance and be followed by valuable

rewards. Thus, motivation is a strategic factor that drives personnel to work optimally, consistently, and responsibly in carrying out complex and high-risk operational tasks.

Work Discipline

Work discipline is an individual's attitude and behavior that reflects compliance with applicable regulations, procedures, and norms within an organization. Rivai (2019) defines work discipline as a management tool used to encourage employees to comply with organizational standards and rules. Hasibuan (2020) states that discipline is an individual's awareness and willingness to comply with all applicable regulations and social norms. Meanwhile, Mathis and Jackson (2019) emphasize that discipline reflects an employee's level of commitment to the organization and their work.

Work discipline serves as a behavioral control mechanism to ensure organizational activities run according to plan. Ivancevich, Konopaske, and Matteson (2014) stated that effective discipline can prevent deviations, increase work efficiency, and maintain consistent task execution. Bangun (2019) added that work discipline is closely related to punctuality, adherence to standard operating procedures (SOPs), and responsibility in completing work. Good discipline will create order in the workplace, reduce operational errors, and increase individual and organizational productivity.

Within police institutions, particularly operational units such as the Special Detachment 88 AT Polri (Indonesian National Police), discipline holds strategic significance because it directly relates to safety, legal certainty, and institutional integrity. Sutrisno (2020) emphasized that high work discipline is a primary prerequisite for achieving optimal performance in public organizations. Armstrong (2020) also stated that discipline is not merely repressive but must be built through coaching, exemplary leadership, and a strong organizational culture. Therefore, work discipline is a key element in ensuring that all personnel carry out their duties professionally, consistently, and in accordance with established operational standards.

Personnel Performance

Personnel performance is the work results achieved by individuals in carrying out tasks in accordance with established responsibilities and standards. Robbins and Judge (2019) define performance as the outcome of work behaviors that contribute to the achievement of organizational goals. Mangkunegara (2021) states that performance is the quality and quantity of work results achieved by an employee in carrying out their duties. Armstrong (2020) adds that performance is seen not only in terms of output but also in terms of processes, behaviors, and adherence to organizational values.

Performance is influenced by various internal and external factors, such as ability, motivation, discipline, and the work environment. Bernardin and Russell (2018) suggest that performance indicators include work quality, quantity, punctuality, effectiveness, and work commitment. Wibowo (2020) emphasizes that performance is a function of competence and motivation supported by an effective organizational system. Therefore, performance does not stand alone but is the result of the interaction of various behavioral and managerial factors.

In the context of the Detention and Evidence Sub-Division of Densus 88 AT Polri, personnel performance is reflected in the ability to maintain detainee security, accurate evidence management, compliance with standard operating procedures (SOPs), and the ability to work under high pressure. Colquitt et al. (2021) state that performance in high-risk organizations is highly dependent on behavioral consistency, team coordination, and procedural compliance. Therefore, improving personnel performance requires strengthening work culture, motivation, and discipline in an integrated manner so that operational tasks can be carried out effectively, safely, and accountably.

METHOD

Types Of Research

This study uses a quantitative approach with an explanatory research method, which aims to explain the causal relationship between independent and dependent variables through testing previously formulated hypotheses. The quantitative approach was chosen because it allows researchers to obtain measurable, objective data that can be statistically analyzed to draw generalized conclusions (Sugiyono, 2021). According to Creswell (2018), explanatory research is used to test theories by measuring the relationships between variables and determining the extent of influence of one variable on another. In this study, the explanatory quantitative method was used to analyze the influence of work culture, motivation, and discipline on personnel performance, both partially and simultaneously. This approach is considered appropriate because it can provide strong empirical evidence regarding the causal relationship between variables in the context of human resource management, and supports decision-making based on valid and reliable data (Hair et al., 2021).

Population and Sample

The population in this study was all personnel who were the objects of research, with a total population of 122 people ($N = 122$). Considering time constraints and research efficiency, the sample size was determined using a probability sampling technique, so that each member of the population had an equal opportunity to become a research respondent. Based on the calculation of the sample size using the Slovin formula with an error tolerance of 5%, a sample size of 94 respondents was obtained ($n = 94$). According to Sugiyono (2021), the use of probability sampling aims to increase the level of sample representativeness of the population, so that research results can be generalized more accurately. With this sample size, this study is considered to have met the requirements for sample adequacy for inferential statistical analysis, particularly regression analysis, as recommended by Hair et al. (2019).

Method of collecting data

The data collection method used in this study was a structured questionnaire distributed to respondents to obtain primary data. Questionnaires are used because they can collect large amounts of data efficiently, uniformly, and are easy to analyze quantitatively (Sekaran & Bougie, 2020). Questions in the questionnaire are structured based on indicators for each research variable and are measured using a five-level Likert scale, ranging from strongly disagree to strongly agree. According to Sugiyono (2021), the Likert scale is effective for measuring respondents' attitudes, perceptions, and assessments of a social phenomenon. The use of closed-ended questionnaires also aims to minimize respondents' interpretation bias and increase the reliability of answers. Data obtained from the questionnaire were then processed and analyzed using statistical software to test validity, reliability, and relationships between research variables.

Research Instruments

The research instrument used in this study was a questionnaire designed to measure all research variables, namely work culture, motivation, discipline, and personnel performance. The work culture instrument was developed based on indicators of organizational values, professionalism, teamwork, adherence to norms, and work commitment (Robbins & Judge, 2022; Denison, 2018). The motivation instrument was measured using indicators of need for achievement, recognition, responsibility, intrinsic motivation, and external rewards (Maslow, 2018; Herzberg, 2017; Luthans, 2019). Work discipline was measured using indicators of compliance with regulations, punctuality, responsibility for tasks, adherence to standard operating procedures, and consistency of work behavior (Rivai, 2019; Hasibuan, 2020). Meanwhile, personnel performance was measured using indicators of work quality, work

quantity, timeliness, effectiveness, and work responsibility (Mangkunegara, 2021; Bernardin & Russell, 2018). All instrument items were tested for validity and reliability before use to ensure the instrument was able to measure variables accurately and consistently.

Data Analysis Methods

The data analysis method in this study used inferential statistical analysis with the help of Statistical Package for the Social Sciences (SPSS) version 29 software. SPSS was chosen because it has comprehensive, accurate, and easy-to-use analytical capabilities in processing quantitative data, especially in management and social science research (Field, 2018).

The stages of data analysis include validity tests, reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), and multiple linear regression analysis to examine the influence of work culture, motivation, and discipline variables on personnel performance partially and simultaneously. In addition, a t-test was conducted to test partial effects, an F-test to test simultaneous effects, and a coefficient of determination (R²) to determine the magnitude of the contribution of the independent variables to the dependent variable. According to Hair et al. (2021), the use of regression analysis with the help of SPSS is very effective in explaining causal relationships between variables and provides a strong empirical basis for managerial decision-making.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- 1) If the r value is positive and the r result is > r table , then the item or variable is valid.
- 2) If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent

variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1 (H1)

H01: Work culture does not have a significant effect on the performance of personnel in the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia.

Ha1: Work culture has a significant influence on the performance of personnel of the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia.

Hypothesis 2 (H2)

H02: Motivation does not have a significant effect on the performance of personnel of the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia.

Ha2: Motivation has a significant influence on the performance of personnel of the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia .

Hypothesis 3 (H3)

H03: Work discipline does not have a significant effect on the performance of personnel of the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia.

Ha3: Work discipline has a significant influence on the performance of personnel of the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia.

Hypothesis 4 (H4)

H04: Work culture, motivation, and work discipline simultaneously do not have a significant effect on the performance of personnel of the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia.

Ha4: Work culture, motivation, and work discipline simultaneously have a significant influence on the performance of personnel of the Detention and Evidence Sub-Section of the Operational Section of the Special Detachment 88 Anti-Terror Police of the Republic of Indonesia.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H 0 is accepted. 2) If F count > F table , then H0 is rejected .

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables “X 1 ” and “X 2 ” with the variable “Y” can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value.

RESULTS AND DISCUSSION

T-Test

The T-test is a type of parametric statistical test used to test the significance and relevance of one or two samples. The T-test is used to determine whether or not there is a partial influence on the independent variable (X) on the dependent variable (Y).

t- Test Results Table

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,160	3,704		3,823	<0.001

Work Culture	0.047	0.115	0.049	0.406	0.686
Motivation	0.207	0.094	0.236	2,202	0.030
Discipline	0.462	0.081	0.531	5,727	<0.001

a. Dependent Variable: Personnel Performance

Source: SPSS 29 Data Processing Results, 2025

The Influence of Work Culture on Personnel Performance

Based on the t-test results, the Work Culture variable has a calculated t-value of 0.406 < from the t-table of 1.986 with a significance value of 0.686, which is greater than $\alpha = 0.05$. These results indicate that Work Culture has no effect on Personnel Performance. Thus, the hypothesis stating that Work Culture has an effect on Personnel Performance cannot be accepted.

The Influence of Motivation on Personnel Performance

The Motivation variable has a calculated t-value of 2.202 > from the t-table of 1.986 with a significance value of 0.030 < 0.05. This indicates that Motivation has a positive and significant effect on Personnel Performance. Therefore, the hypothesis stating that Motivation influences Personnel Performance can be accepted.

The Influence of Discipline on Personnel Performance

The Discipline variable has a calculated t-value of 5.727 > from the t-table of 1.986 with a significance value of <0.001 or <0.05. These results indicate that Discipline has a positive and significant effect on Personnel Performance. Thus, the hypothesis stating that Discipline influences Personnel Performance can be accepted.

F test

The F test determines whether or not there is a simultaneous (joint) influence of the independent variable (X) on the dependent variable (Y).

F Test Results Table

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	842,027	3	280,676	23,028	<,001 ^b
	Residual	1096,952	90	12,188		
	Total	1938,979	93			

a. Dependent Variable: Personnel Performance

b. Predictors: (Constant), Motivation, Discipline, Work Culture

Source: SPSS 29 Data Processing Results, 2025

Based on the results of the F test in the ANOVA table, the calculated F value was 23.028 > f table 2.70 with a significance value of <0.001, which is smaller than 0.05. This shows that Work Culture , Motivation and Discipline simultaneously have a significant effect on Personnel Performance.

Determination Coefficient Test (R²)

The determination coefficient test is used to determine the extent of the contribution of the influence of the three independent variables on personnel performance.

Table of Results of the Determination Coefficient Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.659 ^a	0.434	0.415	3,491
a. Predictors: (Constant), Motivation, Discipline, Work Culture				
b. Dependent Variable: Personnel Performance				

Source: SPSS 29 Data Processing Results, 2025

Based on the output in the Model Summary table, the R Square value is 0.434. This value indicates that 43.4% of the variation that occurs in the dependent variable, namely Personnel Performance, can be explained by the three independent variables in this research model, namely Work Culture, Motivation, and Discipline. Meanwhile, the remaining 56.6% is explained by other factors outside the research model or other variables not examined in this study.

The Adjusted R Square value of 0.415 is used as an adjustment for the number of independent variables used in the model, especially since this model involves more than one predictor. Although slightly lower than the R Square, the Adjusted R Square value still indicates that the model has quite good explanatory power for the Personnel Performance variable.

Thus, it can be concluded that the regression model developed is able to explain the influence of Motivation and Discipline on Personnel Performance quite strongly, but does not affect the Work Culture variable. There is still an opportunity to add other variables that have the potential to influence Personnel Performance in further research.

The Influence of Work Culture on Personnel Performance

The results of the study indicate that Work Culture does not significantly influence Personnel Performance, with a significance value of $0.686 > 0.05$ and a regression coefficient of 0.047. This finding indicates that although work culture has a unidirectional relationship with personnel performance, its contribution is not yet strong enough to provide a statistically significant impact. This means that the existing work culture values have not been fully internalized or directly translated into improved individual personnel performance.

Theoretically, this finding aligns with Robbins and Judge's (2019) perspective, which states that work culture does not always directly impact individual performance but often acts as a contextual factor that indirectly influences work behavior through other variables, such as motivation, leadership, and reward systems. Therefore, a positive work culture does not necessarily automatically improve performance if it is not accompanied by internal motivation and effective oversight.

The results of this study also align with previous research, such as that by Sutrisno (2018) and Pratama (2020), which found that work culture had no significant effect on employee performance in public sector organizations characterized by strong hierarchical structures. This situation suggests that in organizations with strict command and procedure systems, such as the police, work culture tends to be a background factor in the work system, not a primary determinant of personnel performance.

The Influence of Motivation on Personnel Performance

The results of the study indicate that Motivation has a positive and significant effect on Personnel Performance, with a significance value of $0.030 < 0.05$ and a regression coefficient

of 0.207. This finding proves that the higher the level of motivation possessed by personnel, both intrinsic and extrinsic motivation, the higher the performance produced in carrying out operational tasks and responsibilities.

These findings align with the motivation theory proposed by Robbins and Judge (2019), which states that motivation is a process that explains an individual's intensity, direction, and persistence in achieving work goals. Furthermore, Gagné and Deci (2005), using Self-Determination theory, assert that intrinsic motivation plays a crucial role in improving performance quality, particularly in jobs that require high responsibility and a certain level of risk.

The results of this study also support and align with previous research, including research by Hasibuan (2020) and Wahyuni (2021), which concluded that work motivation has a positive and significant impact on employee performance. This similarity in results indicates that motivation is a key factor in encouraging personnel to work optimally, be disciplined, and be responsible in completing organizational tasks.

The Influence of Work Discipline on Personnel Performance

The results of the study indicate that Work Discipline has a positive and significant effect on Personnel Performance, with a significance value of <0.001 (<0.05) and a regression coefficient of 0.462. This coefficient value is the largest compared to other variables, indicating that work discipline has the most dominant contribution in improving personnel performance.

Theoretically, these results align with Rivai's (2019) opinion, which states that work discipline is a crucial human resource management function because it reflects the level of employee compliance with work rules, norms, and responsibilities. Good discipline will create order, efficiency, and consistency in task execution, which ultimately has a direct impact on improved performance.

The results of this study also align with previous research conducted by Mathis and Jackson (2019) and Putra (2022), which concluded that work discipline significantly influences employee performance, particularly in organizations with high work demands. This suggests that in an operational work environment like the Indonesian National Police's Special Detachment 88 Anti-Terror Squad, discipline is a key factor in maintaining the quality and effectiveness of personnel performance.

The Simultaneous Influence of Work Culture, Motivation, and Work Discipline on Personnel Performance

Based on the results of the simultaneous test (F test), the calculated F value was obtained at 23.028 with a significance value of <0.001 , which indicates that Work Culture, Motivation, and Work Discipline together have a significant effect on Personnel Performance. This indicates that the three variables complement each other in forming optimal personnel performance, although partially work culture does not show a significant effect.

The R Square value of 0.434 indicates that 43.4% of the variation in personnel performance can be explained by work culture, motivation, and work discipline, while the remaining 56.6% is influenced by other factors outside the research model, such as leadership, workload, competence, work environment, and reward systems. This finding is in line with Wibowo's (2020) performance theory which states that performance is influenced by various multidimensional factors, both individual and organizational.

These simultaneous results also align with previous research, such as those by Mangkunegara (2019) and Rahman (2021), which found that a combination of cultural factors, motivation, and discipline significantly impact employee performance. Therefore, improving personnel performance in the Detention and Evidence Sub-Division of the Operational Section of the Special Detachment 88 Anti-Terror Police requires consistent work culture management, strengthened work motivation, and the implementation of firm and sustainable work discipline.

CONCLUSION

Based on the results of the hypothesis testing, it was found that Work Culture does not have a significant effect on Personnel Performance. Although the relationship formed is positive, the contribution of work culture is not statistically strong enough to encourage improvements in individual personnel performance. This finding indicates that the prevailing work culture values have not been fully internalized in daily work behavior, so they cannot be directly translated into optimal performance achievements, especially in organizational environments with hierarchical structures and strict command systems.

Motivation has been shown to have a positive and significant impact on personnel performance. These results confirm that the higher the level of motivation possessed by personnel, whether derived from intrinsic or extrinsic motivation, the higher the quality and quantity of performance produced. Motivation is a primary driving factor influencing the intensity, direction, and persistence of personnel in carrying out operational tasks, thus playing a crucial role in increasing work effectiveness both individually and organizationally.

Work Discipline has a positive and significant influence on Personnel Performance and is the most dominant variable compared to other variables. The high contribution of work discipline indicates that compliance with rules, procedures, and operational standards is a key factor in maintaining consistency, order, and efficiency in task execution. In the context of an organization with a high level of risk and work demands, work discipline plays a key role in shaping professional and reliable personnel performance.

Simultaneously, Work Culture, Motivation, and Work Discipline significantly influence Personnel Performance. This indicates that these three variables complement each other in shaping optimal performance, although partially work culture has not shown a significant influence. The research model is able to explain some of the variation in personnel performance, while the rest is influenced by other factors outside the research. Thus, improving personnel performance requires a comprehensive managerial approach through strengthening motivation, implementing consistent work discipline, and managing a sustainable work culture to effectively support the achievement of organizational goals.

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