

*Received: 11 December 2024*

*Revised: 31 December 2024*

*Accepted: 01 January 2025*

## **Does Job Satisfaction Mediate the Effect of Supervisor Performance and Work Environment on Personnel Performance in Police Department?**

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### *Abstract*

Police institution top management needs to use various factors effectively to support improvements in the performance of police personnel, including supervisor performance, work environment, and personnel job satisfaction. This study then aimed to determine the influence of these three factors in relation to personnel performance in police institutions in Indonesia, especially in the Surabaya Police Criminal Investigation Unit. The research approach was quantitative, with the research sample set at 82 personnel in the Surabaya Police Criminal Investigation Unit. The data that has been collected was then analysed using path analysis using the SmartPLS program. The results of the study showed that supervisor performance has a significant and positive influence on job satisfaction; work environment has a significant and positive influence on job satisfaction; supervisor performance has a significant and positive influence on personnel performance; work environment has a positive and insignificant influence on personnel performance; job satisfaction has a significant and positive influence on personnel performance; supervisor performance has a significant influence on personnel performance through job satisfaction, and; the work environment does not have a significant influence on personnel performance through job satisfaction of personnel at the Surabaya Police Criminal Investigation Unit.

Keywords: supervisor performance, work environment, job satisfaction, personal performance, police institution

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### **1. Introduction**

The police department plays an essential role in upholding public safety and order (Hasibuan et al., 2021), including in Indonesia. As enforcers of the law, the police are tasked with safeguarding citizens from numerous threats, ranging from typical crimes to acts of terrorism (Herman et al., 2023). Through consistent and equitable law enforcement, the police aim to foster a sense of safety within the community. Additionally, through educational programs and regular patrols, the police work to inform the public about the significance of preserving environmental security (Mursal et al., 2022). Cooperation between the police and the community, such as in the 'child-friendly police' initiative, not only enhances public awareness regarding security and order but also fosters efficient synergy in upholding order. When the community participates actively, the feeling of shared responsibility for security is heightened, which ultimately may decrease the likelihood of crime in the vicinity.

Amidst the current challenges, including corruption and violence issues, the police's initiatives to foster public trust are crucial. Openness and responsibility in every action undertaken by the police will assist in enhancing the perception of this institution in the public's view (Habibi et al., 2024). Nevertheless, the reality is that the deterioration in public opinion and perception of the police in Indonesia presents a complex challenge that is presently being experienced

(Handaningtias et al., 2022). A significant factor contributing to the decline in opinion and reputation of the police in the eyes of the public is the numerous corruption scandals involving police personnel over the past few decades (Aziz, 2019). Various high-profile cases that have come to light have forged a detrimental image for the police institution, leading the public to believe that law enforcement is no longer being executed impartially. Corruption undermines public trust in the notion that the police are dedicated to safeguarding and serving the community, instead of profiting from select groups (Alfaza & Utari, 2024). Consequently, numerous individuals are reluctant to report crimes because they will not attain justice. Additionally, the matter of violence carried out by police officers has also played a role in the reduction of public opinion (Jackson et al., 2021). Instances of misuse of power, such as violent acts during arrest or during the interrogation phase, have instigated fear and discontent among the public. Shortcomings in the internal monitoring system and transparency within the legal proceedings have exacerbated the situation. The public senses a lack of assurance that their rights will be upheld, fostering a divide between the police and the community.

In such circumstances, it is crucial for the police to implement thorough internal reforms. Enhancing transparency, accountability, and training that emphasises a human-centred approach to law enforcement is vital (Asmoro & Riswandi, 2024). Additionally, senior management within police departments must recognise the significance of personnel performance in the police agency to enhance the public's perception of the institution. This takes into account the reality that in the realm of law enforcement, upholding security, integrity, professionalism, and quality service from police members are the primary elements for restoring public trust. When the public observes that police personnel are executing their responsibilities effectively, this will enhance the positive image of the police agency in the view of the public (Supriyadi et al., 2024). Therefore, elevating the performance of agency personnel through various strategies should be a priority for senior management.

In various literatures, it is mentioned that one of the significant factors in efforts to enhance the performance of police personnel is supervisory performance or supervisor performance. Efficient supervisory performance guarantees that police members execute their responsibilities with professionalism and ethics (Cronin & Avenue, 2017). A transparent and accountable supervisory system can assist in identifying instances of authority abuse or breaches of the code of ethics (Johnson, 2015). When police members are aware that there is a stringent supervisory mechanism, they tend to be more cautious in their actions (Sihombing et al., 2022). Effective supervision not only boosts individual integrity but also fortifies public trust in the police institution as a whole. Another element, a favourable work environment also plays a crucial role in influencing employee performance, including police personnel. A supportive work environment, encompassing adequate facilities, effective training, and emotional backing from superiors and colleagues, can enhance the motivation and productivity of members of an organisation or company (Hakim, 2023). When personnel feel valued and supported, they will be more dedicated to fulfilling their responsibilities effectively (Aswin et al., 2022). A positive work environment can also alleviate stress and fatigue levels, which frequently disrupt performance (Anggara & Almasdi, 2022). Therefore, the combination of effective supervision and a positive work environment will foster a healthy organisational culture within the police force. In a culture that promotes openness, communication, and collaboration, police members are more inclined to assist each other and work together in executing their responsibilities. This affects not only individual performance but also team performance and the institution's overall reputation.

While the performance of supervisors and the workplace environment directly impact personnel performance, these factors are also commonly seen as crucial for enhancing employee

or member satisfaction within an organisation. As previously noted, effective supervisor performance fosters a feeling of fairness and openness within the organisation. Competent supervision aids in ensuring that each employee is treated equitably and that their accomplishments and inputs are acknowledged and valued (Amiruddin, 2016). When employees perceive the existence of a transparent system for evaluating their performance, they are likely to feel more satisfied and driven to perform at their best (Yaningsih & Triwahyuni, 2022). On the other hand, ineffective or biased supervision can result in frustration and discontent, which may subsequently influence employee performance and loyalty. In addition, a positive workplace environment significantly contributes to boosting employee satisfaction (Isma & Dipatmodjo, 2022). A supportive work atmosphere encompasses various aspects, including sufficient facilities, strong relationships among colleagues, and clear communication with higher-ups. When employees feel secure and back in their work environment, they generally exhibit greater enthusiasm for collaborating and working with the team (Hakim, 2023). Furthermore, under more favourable circumstances, this satisfaction can translate into enhanced performance. When employees recognise that their contributions are valued, they are more likely to show loyalty to the organisation and remain dedicated to achieving shared objectives.

In the context of the police department, where the duties and responsibilities are heavy and often risky, a high level of job satisfaction can be a major driver for members to carry out their duties effectively and professionally. When job satisfaction increases, the performance of personnel in carrying out law enforcement and community service duties will be increasingly optimal, which ultimately has a positive impact on the security and order of society as a whole, as well as the image of the police agency in the public. Thus, based on the various explanations, it can then be understood that there is a relationship between supervisor performance, work environment, job satisfaction, and personnel performance as presented in the following figure.

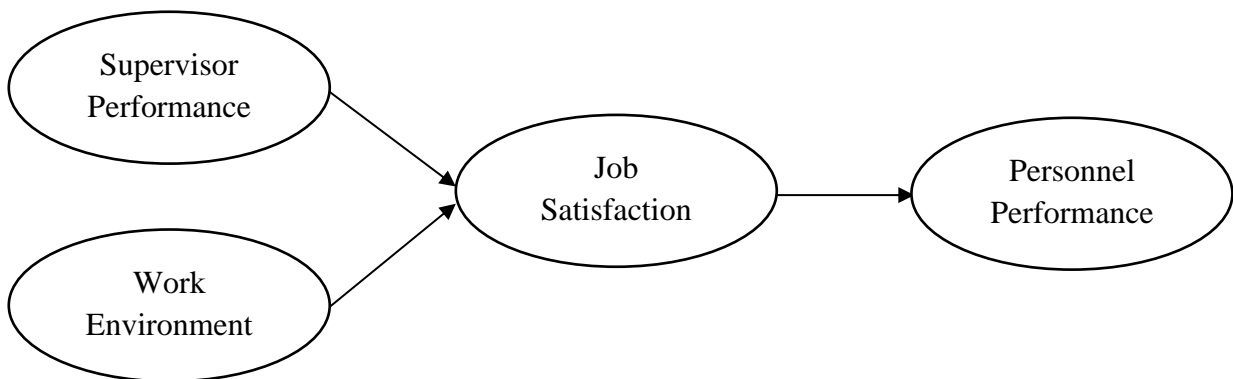


Figure 1. Research Framework

Hypothesis:

- H1. Supervisor Performance has a significant effect on the Job Satisfaction of police personnel at the Surabaya Police Criminal Investigation Unit
- H2. Work Environment has a significant effect on the Job Satisfaction of police personnel at the Surabaya Police Criminal Investigation Unit
- H3. Supervisor Performance has a significant effect on the Personnel Performance of police personnel at the Surabaya Police Criminal Investigation Unit
- H4. The Work Environment has a significant effect on the Personnel Performance of police personnel at the Surabaya Police Criminal Investigation Unit

##### H5. Job Satisfaction has a significant effect on the Personnel Performance of police personnel at the Surabaya Police Criminal Investigation UnitCity

Although there have been various previous studies explaining the influence of supervisory performance and work environment on job satisfaction and performance of organisational members, research on this topic is still a relevant and important topic for several reasons. First, the police agency plays a central role in maintaining public order and security. The good performance of police personnel is highly dependent on their job satisfaction. Therefore, a deeper understanding of the factors that influence job satisfaction can help in formulating more effective strategies to improve police performance. Second, in the context of ongoing police reform, it is important to evaluate how supervision and the work environment impact satisfaction and performance. The public is increasingly demanding transparency, accountability, and professionalism from the police. This study can provide valuable insights for policymakers and leaders of police institutions in formulating better policies so as to increase public trust in this institution. Third, this study can contribute to the academic literature on human resource management in the public sector, especially in the context of the police. By understanding the interaction between supervisory performance, work environment, job satisfaction, and performance, researchers can provide evidence-based recommendations that can be implemented to improve the operational effectiveness of the police.

Also, although there have been a number of studies on job satisfaction and performance in the organisational context, there is still a lack of literature that specifically addresses the influence of supervisory performance and work environment on job satisfaction and performance of police personnel. First, this research gap relates to the large number of studies that discuss job satisfaction and performance in the public or private sector in general, but very few focus on the context of the police in Indonesia. Furthermore, most studies tend to focus on one variable (e.g., only job satisfaction or only supervisory performance) without exploring the interaction between supervisory performance, work environment, and how these two factors simultaneously influence job satisfaction and performance.

## 2. Methods

The type of research is causality research (cause and effect), which seeks to clarify the impact of variations in the value of one variable on variations in the value of others (Bungin, 2008). The research approach employed is quantitative, as it is utilised to address various research inquiries typically associated with numerical data and necessitates analysis through statistical processing (Darmawan, 2013). The data collection technique employed in this study was a survey conducted using a questionnaire distributed online via Google Forms. The research population consisted of all personnel assigned to the Surabaya Police Criminal Investigation Unit in East Java-Indonesia, totalling 82 employees. Consequently, the saturated sampling method included the entire population as research samples. The questionnaire aimed to gather responses from the participants regarding the research variables, with data collection conducted between August and September 2024.

Supervisor Performance, identified as the first independent variable (X1), comprises indicators consisting of various elements, including supervisor support, supervisor reward, and supervisor recognition adapted from the study by Kurniawan & Anindita (2021). The Work Environment is the second independent variable (X2), which has indicators consisting of physical factors and behavioural factors drawn from Hafeez et al. (2019). Job Satisfaction, serving as the intervening variable (Z), consists of indicators such as increased responsibility, compliance with

the rules of work, pride in the work, pride and respect for superiors, and pride of industry, adapted from the research by Umar (2014). Lastly, Personnel Performance, which is the dependent variable (Y), contains indicators of work quality, work quantity, work creativity, effectiveness at work, and timely completion of work, adapted from research by Umar (2014). All statements are assessed using 5 constructs comprising a scale from 1 to 5 that illustrates responses ranging from Strongly Disagree to Strongly Agree. Subsequently, the collected research data is analysed through path analysis (Partial Least Square-structural Equation Modelling or PLS-SEM) with the assistance of SmartPLS for Windows software.

### 3. Results and Discussions

#### 3.1. Results

##### *Reflective Measurement Model Analysis (Outer Model)*

Separate analytical tests were conducted to construct a reflective model. The results of the data analysis showed that all factors were sufficiently loaded on the construct because each had a value ranging from 0.60 to 0.90, so it was acceptable. In addition, the composite reliability (CR) and Cronbach's alpha values of all constructs with the reflective model were also greater than 0.7, which is the critical level recommended in this study. All constructs had an Average Variant Extract (AVE) value higher than the critical value of 0.50, indicating that all constructs were valid and complete (Table 1).

Table 1. Construct Validity and Reliability

|    | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----|------------------|-------|-----------------------|----------------------------------|
| X1 | 0.918            | 0.919 | 0.931                 | 0.576                            |
| X2 | 0.916            | 0.918 | 0.931                 | 0.600                            |
| Y  | 0.866            | 0.869 | 0.900                 | 0.600                            |
| Z  | 0.807            | 0.810 | 0.866                 | 0.564                            |

##### *Structural Model Test (Inner Model)*

The structural model in PLS is evaluated using R-Square (R<sup>2</sup>), which is useful for measuring the level of variance of changes in independent or free variables against changes in dependent or bound variables.

Table 2. R-Square Results

|                           | R Square | R Square Adjusted |
|---------------------------|----------|-------------------|
| Job Satisfaction (Z)      | 0.801    | 0.795             |
| Personnel Performance (Y) | 0.846    | 0.839             |

Table 2 shows that the R-Square value for the Job Satisfaction variable (Z) is 0.801, signifying that 80.10% of this variable can be elucidated by Supervisor Performance (X1) and Work Environment (X2), whereas the remaining percentage is constituted, influenced, or clarified by other variables that lie beyond the scope of this study. Furthermore, the R-Square value for the Personnel Performance variable (Y) is 0.846, indicating that 84.60% of this variable can be accounted for by the Supervisor Performance variable (X1), Work Environment (X2), and Job Satisfaction (Z). The remaining proportion is formed, influenced, or delineated by other variables outside the parameters of this study.

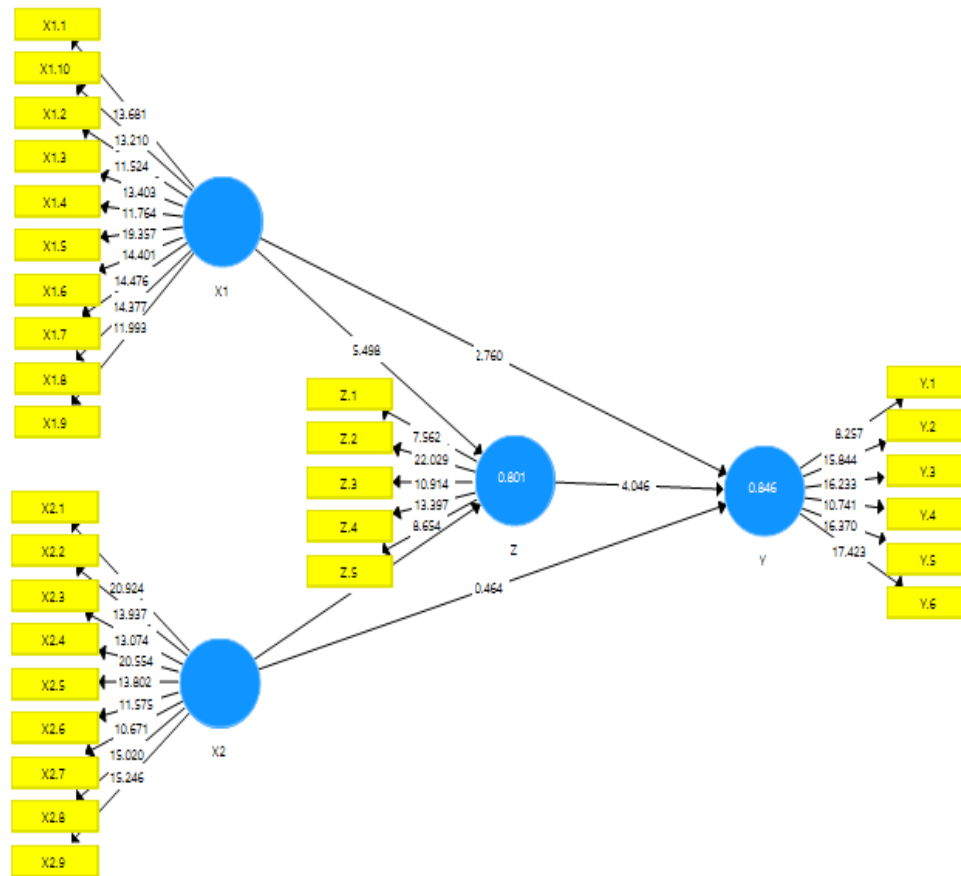


Figure 2. Inner Model Test Results

**Path Analysis**

Path analysis is utilised to ascertain the extent of the direct and indirect coefficients of the independent variables on the dependent variables. By evaluating the extent of the coefficient, researchers are able to juxtapose the extent of the direct and indirect impact of the variables under examination. The coefficients representing the direct and indirect influence of the variables under examination are displayed in Table 3.

Table 3. Direct and Indirect Influence

| No. | Influence              | Coefficient |          |
|-----|------------------------|-------------|----------|
|     |                        | Direct      | Indirect |
| 1   | X1 towards Z           | 0.667       |          |
| 2   | X2 towards Z           | 0.244       |          |
| 3   | X1 towards Y           | 0.724       |          |
| 4   | X2 towards Y           | 0.180       |          |
| 5   | Z towards Y            | 0.509       |          |
| 6   | X1 towards Y through Z |             | 0.339    |
| 7   | X2 towards Y through Z |             | 0.124    |

The coefficient of direct influence of variable X1 on Z, with a value of 0.667 and a positive sign, indicates that an increase in Supervisor Performance (X1) by 1 unit will promote an increase

in Job Satisfaction (Z) of up to 0.667 units, and vice versa. The coefficient of direct influence of variable X2 on Z, with a value of 0.244 and a positive sign, indicates that an increase in perception of the Work Environment (X2) by 1 unit will promote an increase in Job Satisfaction (Z) of up to 0.244 units, and vice versa. The coefficient of direct influence of variable X1 on Y, with a value of 0.724 and a positive sign, indicates that an increase in Supervisor Performance (X1) by 1 unit will promote an increase in Personnel Performance (Y) of up to 0.724 units, and vice versa. The coefficient of direct influence of variable X2 on Y, with a value of 0.180 and a positive sign, indicates that an increase in perception of the Work Environment (X2) by 1 unit will promote an increase in Personnel Performance (Y) of up to 0.180 units, and vice versa. The coefficient of direct influence of variable Z on Y, with a value of 0.509 and a positive sign, indicates that an increase in Job Satisfaction (Z) by 1 unit will promote an increase in Personnel Performance (Y) of up to 0.509 units, and vice versa.

### **Hypothesis Test**

In this study, hypothesis testing was performed by examining the t-statistics and P-values. The hypothesis may be accepted if the t-statistics value exceeds the t-table (calculated using Microsoft Excel) or if the P-values are less than 0.05. Based on the analysed data, the outcomes of the research hypothesis acquired through the inner model are as follows.

Table 4. Hypothesis Test Results

| Hypothesis       | T Statistics | T Table | P Values |
|------------------|--------------|---------|----------|
| H1. X1 -> Z      | 5.498        | 1.99045 | 0.000    |
| H2. X2 -> Z      | 2.002        | 1.99045 | 0.046    |
| H3. X1 -> Y      | 5.472        | 1.99045 | 0.000    |
| H4. X2 -> Y      | 1.298        | 1.99045 | 0.195    |
| H5. Z -> Y       | 4.406        | 1.99045 | 0.000    |
| H6. X1 -> Z -> Y | 3.055        | 1.99045 | 0.002    |
| H7. X2 -> Z -> Y | 1.829        | 1.99045 | 0.068    |

Based on the results of the t-statistic test and p-value presented in the table, it is known that the variable Supervisor Performance (X1) on Job Satisfaction (Z) obtained a t-statistic of 5.498 with a positive sign and greater than the t-table, and with a p-value of 0.000 or lower than the level of significance set in the study. This confirms that the research hypothesis stating that "Supervisor Performance has a positive and significant influence on Job Satisfaction" is **supported**. The sense that if the supervisor's performance felt or perceived by personnel at the Surabaya Police Criminal Investigation Unit is better or has increased, then the job satisfaction of the Surabaya Police Criminal Investigation Unit personnel will also increase because of the positive and strong relationship.

Furthermore, it is also known that the variable of Work Environment (X2) on Job Satisfaction (Z) obtained a t-statistic of 2.002 with a positive sign and greater than the t-table, and with a p-value of 0.046 or lower than the level of significance set in the study. This confirms that the research hypothesis stating that "Work Environment has a positive and significant influence on Job Satisfaction" is **supported**. The sense if the work environment felt or perceived by personnel at the Surabaya Police Criminal Investigation, Unit is better or has increased, then the job satisfaction of the Surabaya Police Criminal Investigation Unit personnel will also increase because of the positive and strong relationship.

It can be seen that the variable Supervisor Performance (X1) on Personnel Performance (Y) obtained a t-statistic of 5.472 with a positive sign greater than the t-table and with a p-value of 0.000. This confirms that the research hypothesis stating that "Supervisor Performance has a positive and significant influence on Personnel Performance" **is supported**. The sense if the supervisor's performance felt or perceived by personnel at the Surabaya Police Criminal Investigation, Unit is better or has increased, then the performance of the Surabaya Police Criminal Investigation Unit personnel will also increase because of the positive and strong relationship.

It is known that the variable of Work Environment (X2) on Personnel Performance (Y) obtained a t-statistic of 1.298 with a positive sign lower than the t-table, and with a p-value of 0.195. This confirms that the research hypothesis stating that "Work Environment has a positive and significant influence on Personnel Performance" **is not supported**. In the sense that if the work environment felt or perceived by personnel at the Surabaya Police Criminal Investigation Unit is better or has improved, this will not cause a significant increase in the performance of Surabaya Police Criminal Investigation Unit personnel.

It is known that the variable Job Satisfaction (Z) on Personnel Performance (Y) obtained a t-statistic of 4.406 with a positive sign and greater than the t-table, and with a p-value of 0.000 or lower than the level of significance set in the study. This confirms that the research hypothesis stating that "Job Satisfaction has a positive and significant influence on Personnel Performance" **is supported**. The sense if the job satisfaction felt or perceived by personnel at the Surabaya Police Criminal Investigation Unit is better or has increased, then the performance of the Surabaya Police Criminal Investigation Unit personnel will also increase because of the positive and strong relationship.

It is known that the variable Supervisor Performance (X1) on Personnel Performance (Y) through Job Satisfaction (Z) obtained a t-statistic of 3.055 with a positive sign and greater than the t-table, and with a p-value of 0.002 or lower than the level of significance set in the study. This confirms that the research hypothesis stating "Supervisor Performance has a significant influence on Personnel Performance through Job Satisfaction" **is supported**. This confirms that when the supervisor's performance felt by personnel at the Surabaya Police Criminal Investigation Unit is getting better, this will lead to increased job satisfaction. In turn, this job satisfaction will also lead to the formation and improvement of better personnel performance. So, in short, good supervisor performance will encourage job satisfaction and trigger increased personnel performance at the Surabaya Police Criminal Investigation Unit.

It is known that the variable of Work Environment (X2) on Personnel Performance (Y) through Job Satisfaction (Z) obtained a t-statistic of 1.829 with a positive sign and lower than the t-table, and with a p-value of 0.068 or higher than the level of significance set in the study. This confirms that the research hypothesis stating that "Work Environment has a significant influence on Personnel Performance through Job Satisfaction" **is not supported**. This confirms that when the perception felt by personnel at the Surabaya Police Criminal Investigation Unit regarding supervisor performance is getting better, it does not necessarily lead to a significant increase in personnel performance if personnel consider the job satisfaction they feel.

### 3.2. Discussions

As explained in the previous material, supervisor performance is often considered to have a significant influence on job satisfaction in police personnel. When supervisors are able to provide clear guidance, support, and constructive feedback, police members feel more appreciated and motivated to carry out their duties. Effective communication between supervisors and personnel also creates a positive work environment, where members feel comfortable expressing ideas and



problems they face. This is important because high job satisfaction is often directly related to the enthusiasm and commitment of members to carry out their duties optimally. On the other hand, high job satisfaction as a result of good supervisor performance can contribute to improving the performance of police personnel. Satisfied members tend to be more productive and creative and have a higher dedication to the police mission. They can work more effectively in law enforcement and community service with a supportive work environment. Conversely, poor supervisor performance can lead to frustration and low motivation among members, which can ultimately disrupt police operational performance. The explanation above is also in accordance with the findings of this study, which explains that supervisor performance has a significant influence on police personnel performance, both directly and indirectly, through job satisfaction felt by personnel at the Surabaya City Police Criminal Investigation Unit. Therefore, it is important for police institutions to pay serious attention to supervisor training and development, so that they can facilitate better job satisfaction and, ultimately, improve the overall performance of the institution.

In addition, the work environment is also often considered to have a significant influence on the job satisfaction of police personnel, which is an important factor in maintaining their motivation and productivity. When the work environment is created well (including adequate facilities, a supportive atmosphere, and harmonious relationships between colleagues), police members will feel more comfortable and involved in their work. A positive environment also encourages good communication and collaboration, making it easier for members to support each other in carrying out their duties. Conversely, a poor work environment, such as interpersonal conflict or inadequate facilities, can cause stress and dissatisfaction that negatively affect work morale. The impact of high job satisfaction due to a good work environment is seen in the increased performance of police personnel. Members who are satisfied with their work environment tend to be more committed, responsive, and proactive in carrying out their duties, thereby increasing the effectiveness of law enforcement and public service. In the context of the police, high job satisfaction not only has an impact on individuals but also contributes to a positive image of the institution in the eyes of the public. However, this study found an interesting fact that although the work environment increased personnel satisfaction, the work environment did not influence personnel performance at the Surabaya City Police Criminal Investigation Unit.

The evidence of the influence of supervisor performance on job satisfaction is essentially in line with several previous studies, such as one conducted by Yaningsih and Triwahyuni (2022). The same results as previous studies were also obtained in tests related to the influence of the work environment on job satisfaction (Hakim, 2023; Isma & Dipomatmodjo, 2022); supervisor performance on personnel performance (Cronin & Avenue, 2017; Johnson, 2015); job satisfaction on personnel performance (Carvalho et al., 2020). Meanwhile, in tests related to the work environment on personnel performance in this study, it could not be proven, which showed that these findings are not in line with various previous studies, such as research by Anggara and Almasdi (2022), Aswin et al. (2022), and Hakim (2023).

#### **4. Conclusions**

Top management in police agencies needs to understand the importance of efforts to shape the image of this agency through efforts to improve the performance of existing personnel. Thus, top management also needs to use other factors effectively to improve the performance of personnel in police agencies, including, for example, supervisor performance, work environment, and job satisfaction. Included in this study proves that supervisor performance has a significant and positive effect on job satisfaction; work environment has a significant and positive effect on job satisfaction; supervisor performance has a significant and positive effect on personnel performance; work

environment has a positive and insignificant effect on personnel performance; job satisfaction has a significant and positive effect on personnel performance; supervisor performance has a significant effect on personnel performance through job satisfaction, and; The work environment does not have a significant influence on personnel performance through job satisfaction of personnel at the Surabaya City Police Criminal Investigation Unit. Although this study was successfully completed, the researcher also realised that this study has several limitations that need to be considered. First, the possibility of bias in the selection of respondents can lead to less objective conclusions, especially if respondents feel pressured to provide answers that are considered "correct" or in accordance with superiors' expectations. Other limitations are related to external variables that were not measured in this study. For example, broader social, economic, or police policy factors may play a significant role in influencing personnel satisfaction and performance but are not included in the analysis. In addition, the methods of measuring satisfaction and performance used may be subjective, depending on individual perceptions, which can lead to unexpected variations in results. Thus, to gain a more holistic understanding of the dynamics in the Surabaya City Police Criminal Investigation Unit, further research is needed with a more comprehensive and inclusive methodological design, which considers various influential factors.

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