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Organizational Support and SPKT Personnel Performance: Roles of Work Engagement and Public Service Motivation

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Abstract

Background: The quality of frontline public service depends not only on formal procedures but also on the extent to which personnel feel supported by their institution, remain psychologically involved in their work, and retain a strong orientation toward serving the public. These issues are particularly relevant to the Integrated Police Service Center (SPKT).
Objective: This research evaluates the relationship between organizational support and the performance of SPKT personnel at the North Maluku Regional Police and determines whether Work Engagement and Public Service Motivation (PSM) function as intervening pathways.
Methods: A cross-sectional quantitative survey was administered to 124 SPKT personnel from a population of 179 individuals. The required sample size was obtained using the Slovin formula at a 5% error level. Data were collected with a five-point Likert questionnaire and processed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0.
Results: Organizational support was positively related to Work Engagement ($\beta = 0.351$; $p = 0.012$), PSM ($\beta = 0.420$; $p = 0.002$), and personnel performance ($\beta = 0.107$; $p = 0.025$). Performance was also positively related to Work Engagement ($\beta = 0.299$; $p = 0.038$) and, more strongly, to PSM ($\beta = 0.635$; $p < 0.001$). The indirect route through Work Engagement was not significant ($\beta = 0.105$; $p = 0.184$), whereas the PSM-mediated route was significant ($\beta = 0.267$; $p = 0.010$).
Conclusion: The findings show that organizational support is linked to SPKT personnel performance both directly and through PSM, while Work Engagement does not provide a significant indirect pathway. Given the cross-sectional, self-report design, the estimated paths should be interpreted as associations within the model rather than causal relationships.

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INTRODUCTION

Polri's public-service mandate is rooted in Article 30 paragraph (4) of the 1945 Constitution, which assigns the Indonesian National Police responsibilities for public security, order maintenance, protection, service, and law enforcement. Law Number 2 of 2002 further specifies these responsibilities by defining policing as a governmental function that combines law enforcement with protection and service to citizens. In recent institutional reform, these obligations have been framed through the PRESISI agenda (Predictive, Responsible, and Transparent with Justice), which promotes service that is timely, accountable, accurate, and responsive to social and technological change.

Professional conduct within Polri is also shaped by Police Regulation Number 7 of 2022,

under which Tribrata and Catur Prasetya serve as ethical reference points for police members. The regulation requires integrity to accompany professional competence in the delivery of police duties. In addition, Law Number 25 of 2009 concerning Public Services establishes general principles and service obligations that apply to public institutions. SPKT represents one operational expression of these mandates because it acts as a first-contact unit for receiving public reports and complaints, facilitating police assistance, coordinating crime-scene responses with relevant functions, issuing administrative certificates, and providing information on police services.

At the North Maluku Regional Police, SPKT occupies an important position as a regional frontline service unit. Preliminary observations nevertheless indicate that service delivery has not yet reached the desired level. Long queues, weak interfunctional coordination, constraints in staffing and technology, and unsatisfactory public responses remain visible at a time when citizens increasingly expect police services to be fast, transparent, and responsive.

The service gap is not attributable to a single factor. It reflects the interaction of institutional conditions, employee capability, motivation, and work outcomes. Short staffing, partially integrated information systems, and unequal access to service-related training can limit personnel readiness and shape how members perceive organizational support. When high service demands are not matched by adequate facilities and work-system assistance, motivation may decline and this can be reflected in slower, less accurate, or lower-quality service performance.

Internal operational data illustrate the magnitude of this problem. During busy periods, members of the public wait approximately 45–60 minutes for report reception even though the expected duration is 15–20 minutes. Same-day report completion is about 62%, compared with an 85% target. In addition, 58% of personnel considered information-technology facilities inadequate, while 64% reported that workload affected their motivation to serve. These conditions indicate that procedural improvement alone is insufficient; greater institutional support, stronger individual capability, and better management of motivation are also required.

Human-resource capacity constitutes the first major dimension of the support problem. SPKT at the Polda level has approximately 30 personnel, although the DSP requirement is 37 members, consisting of 1 AKBP, 4 other Pamen, 6 Pama, and 26 Bintara. This creates a shortage of at least seven personnel across rank categories. The shortage occurs in a unit that operates continuously using a 1×24-hour duty pattern and must receive and process reports, produce administrative documents, and coordinate across police functions and SPKT units. In March 2026, for example, SPKT Polda handled 15 LPs, 45 SP2HPs, 8 SKTLK, and 68 SKCK, while subordinate police units processed hundreds of LPs and thousands of SKCK and driver's-license services. Such service intensity increases the volume handled by each member and may contribute to fatigue, reduced administrative accuracy, delayed responses, and poorer interactions with service users. The problem is compounded by the fact that many members have not yet mastered the basic competencies required for Call Center 110 and have not received dedicated SPKT technical training.

A second concern involves physical facilities and operational infrastructure. SPKT still works from space inside the main Regional Police building and does not yet have an independent facility designed specifically for frontline service. Several facilities expected in a well-developed service unit including an adequate public-service room, a numbered queue system, a lactation room, counseling or mediation space, a sufficiently large case-review room, and a dedicated Call Center 110 room are incomplete or unavailable. These limitations affect comfort, confidentiality, case coordination, and emergency-call management. Safety and mobility are also constrained because CCTV, fire extinguishers, and a dedicated four-wheeled SPKT operational vehicle are not fully available.

Employee welfare and recognition form a third area of concern. SPKT has no dedicated reward arrangement for personnel who consistently provide exceptional service, and frontline members assigned to 24-hour duties receive no special incentive or allowance for that responsibility. Where workload is high and facilities are limited, the absence of formal recognition may weaken perceptions that the organization values additional effort and may therefore reduce the sense of organizational support.

The pre-study survey and interview evidence also points to relatively weak Public Service Motivation (PSM). Some personnel appear to approach their work primarily as an administrative

obligation rather than as a service role driven by internal commitment to citizens. This tendency is visible in the limited initiative shown beyond routine procedures, insufficient responsiveness to case urgency, and a lack of proactive effort in accelerating service completion.

The same pattern can be observed in service-duration data for February–April 2026. Every recorded service type exceeded its stated time standard: preparation of police reports averaged 48 minutes rather than 30 minutes, SKCK issuance took 85 minutes rather than 60 minutes, complaint services required 35 minutes rather than 20 minutes, and loss-related services took 40 minutes rather than 25 minutes. Such delays can negatively affect public satisfaction and perceptions of police-service quality. Preliminary interviews further suggest that some personnel experience organizational support as inadequate, with consequences for both motivation and engagement. Taken together, the observed gap covers service delays, limited personnel capacity, inadequate facilities, non-integrated information systems, weak public-service motivation, and operational and safety resources that remain below expected standards.

These conditions make organizational support a central managerial issue. Support in this context includes sufficient staffing, reliable infrastructure, welfare arrangements, competency development, and leadership that can foster both engagement and motivation to serve the public. Strengthening these elements is expected to help personnel perform formal duties more effectively while also encouraging initiative, service values, and higher-quality interaction with citizens. For this reason, examining the links between organizational support, Work Engagement, PSM, and SPKT personnel performance is relevant for the formulation of service-improvement strategies.

The study is therefore grounded in four connected concerns: SPKT service quality remains below its potential, facilities and infrastructure are constrained, welfare and recognition mechanisms are not yet optimal, and service performance may consequently affect public trust. The research analyzes the relationships between organizational support, Work Engagement, PSM, and the performance of SPKT personnel at the North Maluku Regional Police, with particular attention to the two proposed mediating mechanisms. The academic gap concerns the limited evidence on whether organizational support reaches frontline police performance through the same psychological process. Rather than assuming a single mechanism, this study compares a general work-related pathway through Work Engagement with a public-service-specific pathway through PSM. This distinction is intended to clarify which mechanism more strongly carries the association between institutional support and personnel performance.

METHOD

This research employed a quantitative survey with a cross-sectional design. Organizational support, Work Engagement, Public Service Motivation, and SPKT personnel performance were measured during the same data-collection period. The responses were then examined using Partial Least Squares-Structural Equation Modeling (PLS-SEM), making the design suitable for estimating associations among the latent constructs but not for establishing temporal causality.

The analytical object is the network of relationships connecting organizational support with Work Engagement, Public Service Motivation, and the performance of SPKT personnel working within the jurisdiction of the North Maluku Regional Police.

The study population consisted of 179 SPKT personnel across the North Maluku Regional Police jurisdiction. Application of the Slovin formula with a 5% error rate yielded a sample requirement of 124 respondents. Respondents were then distributed proportionally according to the number of personnel at each Police Station. The sample-size calculation and proportional allocation are treated as separate methodological steps.

Questionnaire responses constituted the primary dataset and were collected online through Google Form. Participants rated each statement on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Participation was voluntary, confidentiality was maintained, and identifying information is not presented in the article. The measurement model contained six items for Organizational Support (POS1–POS6), seven for Work Engagement (WE1–WE7), twelve for PSM (PSM1–PSM12), and eight for Personnel Performance (KP/FP items), consistent with the indicators shown in the outer-loading results. Measurement quality was evaluated with outer loadings, Average Variance Extracted (AVE), Cronbach's alpha, and

composite reliability. Conceptually, Organizational Support represents perceived institutional care and resources; Work Engagement captures vigor, dedication, and absorption; PSM reflects an orientation toward serving the public; and Personnel Performance refers to self-reported service and work outcomes.

Model estimation was performed in SmartPLS 4.0 using PLS-SEM. This technique was selected because it can estimate several latent-variable relationships simultaneously and can accommodate a structural model that includes more than one mediating pathway.

The analysis was conducted sequentially. First, the outer model was examined to evaluate convergent validity, discriminant validity, and reliability using outer loadings, AVE, Composite Reliability, and Cronbach's Alpha. Second, the inner model was assessed through R^2 values, structural path coefficients, and bootstrapped significance tests. Statistical support for a hypothesis was determined using a p-value of ≤ 0.05 or a t-statistic of ≥ 1.96.

RESULTS AND DISCUSSION

Results

Analysis of the significance of indicators (convergent validity)

For reflective measurement, loadings above 0.70 were treated as the preferred standard. Chin (1998) and Yuan et al. (2023) also allows lower loadings, approximately 0.50–0.60, during early scale-development stages. Because the present model uses established constructs, 0.70 was adopted as the main threshold for retaining indicators.

Table 1

Outer Loading

	Organizational Support	Member Work Engagement	Member Performance	Public Service Motivation
KP1			0.915	
KP2			0.900	
KP3			0.954	
KP4			0.940	
FP5			0.943	
KP6			0.920	
KP7			0.881	
FP8			0.927	
POS1	0.936			
POS2	0.861			
POS3	0.918			
POS4	0.895			
POS5	0.932			
POS6	0.961			
PSM1				0.976
PSM10				0.880
PSM11				0.881
PSM12				0.923
PSM2				0.928
PSM3				0.949
PSM4				0.961
PSM5				0.980
PSM6				0.988
PSM7				0.946
PSM8				0.926
PSM9				0.924
WE1		0.804		
WE2		0.940		
WE3		0.974		
WE4		0.949		
WE5		0.970		

	Organizational Support	Member Work Engagement	Member Performance	Public Service Motivation
WE6		0.931		
WE7		0.967		

Source: Primary Data (2026)

Table 1 shows that all retained items exceed the 0.70 outer-loading criterion. Accordingly, every indicator was considered sufficiently related to its intended construct and was carried forward to the next stage of the PLS-SEM analysis.

Indicator correlation analysis (Discriminant Validity)

Discriminant validity was examined to determine whether each latent construct represented an empirically distinct concept. Under the cross-loading criterion, an item is expected to correlate more strongly with the construct it is designed to measure than with competing constructs. The corresponding values are summarized in Table 2.

Table 2

Discriminant Validity (Cross Loading)

	Organizational Support	Member Work Engagement	Member Performance	Public Service Motivation
KP1	0.427	0.841	*0.915*	0.902
KP2	0.400	0.813	*0.900*	0.884
KP3	0.450	0.855	*0.954*	0.891
KP4	0.446	0.850	*0.940*	0.899
FP5	0.437	0.875	*0.943*	0.881
KP6	0.490	0.807	*0.920*	0.849
KP7	0.427	0.823	*0.881*	0.821
FP8	0.458	0.832	*0.927*	0.872
POS1	*0.936*	0.325	0.432	0.375
POS2	*0.861*	0.325	0.413	0.364
POS3	*0.918*	0.324	0.422	0.368
POS4	*0.895*	0.293	0.427	0.375
POS5	*0.932*	0.329	0.464	0.418
POS6	*0.961*	0.335	0.474	0.408
PSM1	0.410	0.887	0.932	0.976
PSM10	0.425	0.768	0.853	0.880
PSM11	0.487	0.825	0.925	0.881
PSM12	0.314	0.822	0.834	0.923
PSM2	0.369	0.813	0.856	0.928
PSM3	0.460	0.864	0.935	0.949
PSM4	0.413	0.863	0.908	0.961
PSM5	0.409	0.870	0.909	0.980
PSM6	0.420	0.882	0.939	0.988
PSM7	0.331	0.857	0.882	0.946
PSM8	0.333	0.843	0.844	0.926
PSM9	0.329	0.825	0.849	0.924
WE1	0.297	*0.804*	0.730	0.686
WE2	0.358	*0.940*	0.859	0.834
WE3	0.327	*0.974*	0.880	0.874
WE4	0.389	*0.949*	0.888	0.880
WE5	0.335	*0.970*	0.868	0.882
WE6	0.260	*0.931*	0.828	0.840
WE7	0.322	*0.967*	0.872	0.872

Source: Primary Data (2026)

The cross-loading pattern in Table 2 shows substantial associations among several indicators of Work Engagement, Personnel Performance, and PSM. For that reason, cross-loadings alone do not provide sufficiently strong evidence of construct separation. The structural estimates are therefore interpreted conservatively, and stronger discriminant-validity evidence such as HTMT or Fornell–Larcker statistics should be taken from the original SmartPLS output before definitive claims of construct distinctiveness are made.

Evaluating Reliability and Average Variance Extracted (AVE)

Reliability and convergent validity were also evaluated through construct-level coefficients. A reliability coefficient of at least 0.70 was used as the benchmark, while AVE values above 0.50 were interpreted as evidence that a construct captures more than half of the variance of its indicators. Table 3 presents these values for all constructs.

Table 3
Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Support	0.962	0.964	0.970	0.842
Member Work Engagement	0.975	0.978	0.980	0.875
Member Performance	0.975	0.975	0.979	0.852
Public Service Motivation	0.988	0.989	0.989	0.882

Source: Primary Data (2026)

All constructs meet the criteria summarized in Table 3. Cronbach's Alpha, rho_A, and Composite Reliability are above the accepted thresholds, and each AVE value exceeds 0.50, supporting the reliability and convergent validity of the measurement model.

R-square Test

Evaluation of the inner model focused on the amount of variance explained in endogenous constructs and on the magnitude and significance of structural relationships. In accordance with the PLS-SEM procedure, R^2 values were reviewed first and then interpreted together with the estimated path coefficients and their significance levels. R^2 values appear in Table 4.

Table 4
R-Square Value

	R-square	R-square adjusted
Member Work Engagement	0.123	0.116
Member Performance	0.925	0.923
Public Service Motivation	0.176	0.170

Source: Primary Data (2026)

Three variables function as endogenous constructs in the model. Organizational Support (X) predicts Work Engagement (Z1) and Public Service Motivation (Z2), while Member Performance (Y) is jointly predicted by Organizational Support, PSM, and Work Engagement.

The R^2 value for Work Engagement is 0.123, meaning that Organizational Support accounts for 12.3% of its observed variance. For PSM, R^2 is 0.176, so 17.6% of the variance is associated with Organizational Support. The highest value appears for Member Performance (R^2 = 0.925), indicating that Organizational Support, PSM, and Work Engagement jointly account for 92.5% of the performance variance within this sample. Because the data are cross-sectional and all focal constructs were obtained through the same self-report survey, this unusually high value should be interpreted as in-sample explanatory power rather than as evidence of causal determination. Shared measurement characteristics and construct overlap may also contribute to the magnitude of the coefficient.

Testing the Partial Influence Hypothesis and the Role of Moderation

The next stage evaluates the structural paths specified in the conceptual model. Decisions regarding the direct hypotheses are based on the estimated coefficients and the corresponding bootstrap statistics reported in the figure 1 and table 5.

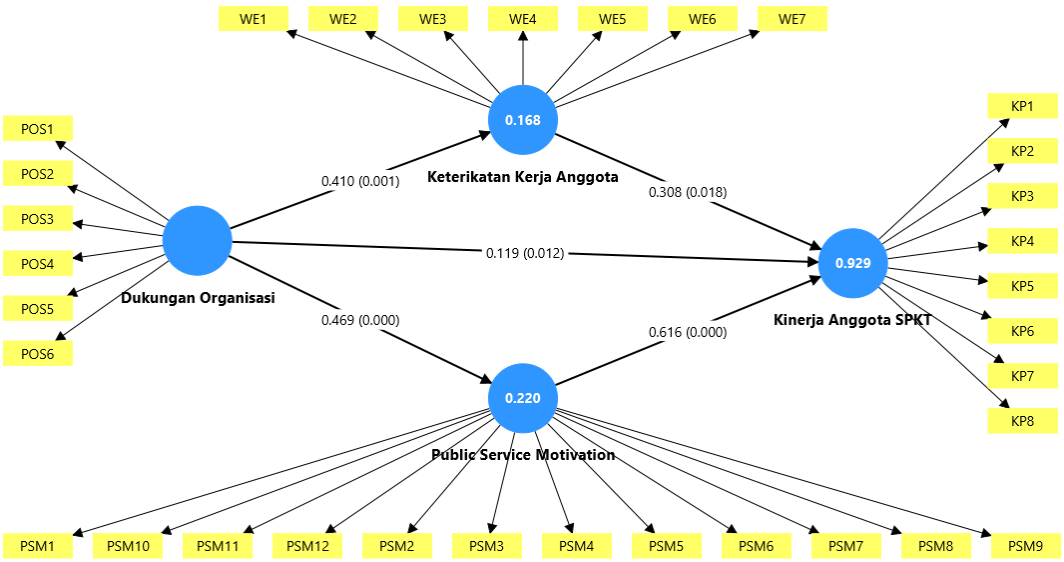


Figure 1. SEM PLS Research Chart
Source: Primary Data (2026)

Table 5
Provides an estimated output for structural model testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Organizational Support -> Member Work Engagement	0.351	0.355	0.140	2.505	0.012
Organizational Support -> Member Performance	0.107	0.105	0.048	2.236	0.025
Organizational Support -> Public Service Motivation	0.420	0.424	0.139	3.027	0.002
Member Work Engagement -> Member Performance	0.299	0.327	0.144	2.076	0.038
Public Service Motivation -> Member Performance	0.635	0.605	0.132	4.800	0.000

Source: Primary Data (2026)

The bootstrap analysis indicated statistical support for each of the five direct paths included in the structural model. The coefficients therefore provide evidence that all five direct relationships specified in the research objectives are present in this sample.

H1. The effect of organizational support on work engagement

The coefficient linking Organizational Support with Member Work Engagement was positive (β = 0.351) and statistically significant (t = 2.505; p = 0.012). This means that stronger perceptions of support from the institution, supervisors, and colleagues tend to coincide with greater vigor, dedication, and absorption at work. The result is compatible with organizational-support and job-resources perspectives, which regard supportive conditions as resources that help employees invest more psychological energy in their work. H1 is therefore supported.

H2. The effect of organizational support on public service motivation

A positive and significant path was also found from Organizational Support to PSM (β = 0.420; t = 3.027; p = 0.002). Personnel who perceive greater institutional attention, supervisory

assistance, and a supportive workplace tend to report stronger motivation to contribute to the public interest. This includes greater concern for public policy, commitment to citizens, empathy, and willingness to make personal sacrifices in service. The result provides support for H2.

H3. The effect of organizational support on member performance

The direct path from Organizational Support to Member Performance was smaller but remained significant (β = 0.107; t = 2.236; p = 0.025). Thus, organizational support is related to performance even after the two psychological variables are included in the model. The relationship covers performance aspects such as accuracy, compliance with procedure, achievement of work targets, and timeliness. H3 is therefore supported.

H4. The effect of work engagement on member performance

Member Work Engagement was likewise positively associated with Member Performance (β = 0.299; t = 2.076; p = 0.038). Personnel who experience greater energy, dedication, and concentration in their work also tend to report stronger productivity, service quality, and extra-role behavior. The statistical evidence therefore supports H4.

H5. The effect of public service motivation on member performance

Among the direct paths, Public Service Motivation showed the largest relationship with Member Performance (β = 0.635; t = 4.800; p < 0.001). Personnel who place greater value on serving citizens, public interests, empathy, and personal sacrifice also report higher performance in SPKT duties. The size and significance of this coefficient identify PSM as the strongest direct predictor in the structural model and provide support for H5.

Analysis of the Role of Mediation

The mediation analysis focused on the statistical significance of the specific indirect effects. A mediator was considered supported when the product of the relevant structural paths produced a significant bootstrap estimate. The two indirect relationships are reported in Table 6.

Table 6
Indirect Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Organizational Support -> Member Work Engagement -> Member Performance	0.105	0.120	0.079	1.328	0.184
Organizational Support -> Public Service Motivation -> Member Performance	0.267	0.258	0.103	2.581	0.010

Source: Primary Data (2026)

H6. Mediation of work engagement on the effect of organizational support on performance

The indirect effect through Work Engagement was β = 0.105, with t = 1.328 and p = 0.184. Because the estimate does not satisfy the two-tailed 5% criterion, the pathway Organizational Support → Work Engagement → Member Performance is not statistically significant. Work Engagement is positively associated with both its antecedent and performance, but the combined indirect effect is not precise enough to support mediation in this sample. H6 is therefore not supported.

H7. Mediation of public service motivation on the influence of organizational support on performance

The indirect route through PSM produced a different result. Organizational Support → PSM → Member Performance yielded β = 0.267, t = 2.581, and p = 0.010, indicating a statistically significant indirect association. This finding means that part of the relationship between organizational support and personnel performance is carried through stronger motivation to

serve the public. Since the direct Organizational Support → Performance relationship also remains significant, the pattern corresponds to partial mediation. H7 is supported.

Discussion

Direct Influence of organizational support on work engagement

Organizational Support Theory offers one explanation for the positive association between support and Work Engagement. Employees who feel that their contributions are appreciated and that the organization is concerned with their welfare are more likely to develop stronger attachment and a reciprocal willingness to invest effort in their work (Eisenberger et al., 2020; Kurtessis et al., 2017; Loh & Idris, 2024). Social exchange theory provides a complementary explanation: favorable treatment from the organization can be reciprocated through greater energy, dedication, and attention to work tasks (Ahmad et al., 2023; Blau, 1964; Cropanzano et al., 2017).

The SPKT result is consistent with prior studies in which perceived organizational support acts as an important resource for engagement. Aldabbas et al. (2023) linked organizational support with employee engagement and subsequent creativity, while Khusanova et al. (2021) and Şanliöz et al. (2023) also found engagement to be associated with supportive work conditions in public or service contexts. Evidence from National Police personnel reported by Hardiyanti & Mulyana (2026) points in the same direction. Theoretical work by Bakker (2022) and Huang et al. (2022) further emphasizes that organizational resources can strengthen meaning, efficacy, and positive work experience. The present result extends this pattern to SPKT frontline personnel.

Direct influence of organizational support on Public Service Motivation

The significant link between Organizational Support and PSM can be interpreted as an institutional form of social exchange within public service. When police personnel believe that their organization supports, protects, and values them, this experience may reinforce a willingness to return that support through greater commitment to citizens and the public interest (Bae, 2023; Chernyak-Hai & Rabenu, 2018; Meira & Hancer, 2021). In this sense, organizational support is not merely a material resource; it also communicates recognition of the employee's role as a public servant and can strengthen PSM dimensions such as policy interest, compassion, commitment, and self-sacrifice.

This interpretation is compatible with research showing that supportive climates and people-oriented management can strengthen prosocial motivation. Kim and Qu (2020), Hameed et al. (2022), and Amrutha and Geetha (2021) demonstrate that supportive organizational conditions are associated with constructive discretionary and motivational outcomes. Khusanova et al. (2021) similarly found that public employees respond positively to social and structural resources, while Suwarno et al. (2023) and Rahmawati et al. (2023) connect organizational support and work motivation with stronger performance. The present findings therefore position organizational support as an institutional context that may encourage the development of PSM among SPKT personnel.

Direct impact of organizational support on member performance

The positive Support–Performance relationship is also consistent with Organizational Support Theory. Perceptions of fair treatment, institutional concern, and recognition can create a sense of obligation that encourages employees to contribute more strongly to organizational goals (Eisenberger et al., 2020; Hngoi et al., 2023; Rhoades & Eisenberger, 2002). Earlier reviews and meta-analytic evidence likewise associate perceived organizational support with task and contextual performance through mechanisms such as commitment, job satisfaction, and a willingness to contribute beyond minimum job requirements (Baran et al., 2012; Kurtessis et al., 2017; Loh & Idris, 2024).

Empirical studies from different organizational environments support this interpretation. Chen et al. (2020) and Sabir et al. (2022) found direct positive relationships between perceived organizational support and performance. Studies in Indonesian public organizations by Suwarno et al. (2023) and Rahmawati et al. (2023) also identify support, leadership, and motivation as relevant performance-related factors. More specifically, Panungkelan et al. (2025) reported a positive relationship between organizational support and police performance within the Human

Resources Bureau of the North Sulawesi Regional Police. The current findings suggest that a comparable support–performance mechanism is observable among SPKT personnel in North Maluku.

The direct effect of work engagement on member performance

Work Engagement describes a positive work-related condition commonly expressed through vigor, dedication, and absorption. These qualities provide a plausible basis for better performance because engaged employees are more likely to sustain attention, effort, persistence, and proactive behavior in carrying out work responsibilities (Bakker, 2022). From the Job Demands–Resources perspective, engagement represents one route through which adequate job resources are translated into stronger work functioning.

The relationship observed in this study accords with evidence from public and service organizations. Khusanova et al. (2021) link engagement among public employees with desirable service outcomes, and Şanliöz et al. (2023) similarly report a positive engagement–performance relationship. Sonnentag et al. (2021) show that positive reflection on work can raise next-day engagement and support performance, while Lin et al. (2021) and Ashfaq et al. (2022) connect developmental and leadership resources with stronger engagement. In the SPKT setting, the finding suggests that personnel who invest greater cognitive, emotional, and physical energy in service duties also tend to report better outcomes in receiving reports, responding to complaints, and assisting the public.

Direct effect of Public Service Motivation on member performance

Public Service Motivation concerns motives and values that direct employees toward the welfare of citizens and the broader public interest. It includes commitment to service, readiness to sacrifice personal interests, and dedication to responsibilities that extend beyond purely contractual job requirements (Molnár et al., 2024; Pawar, 2013; Pradhan & Jena, 2017). For public organizations, such motivation is especially relevant because performance depends not only on technical completion of tasks but also on responsiveness, ethics, and quality of service.

The large positive PSM coefficient is consistent with research that identifies motivation and public-service orientation as important determinants of performance. Atatsi et al. (2019), Suyatno and Tukiran (2023) and Dahkoul (2018) identify motivation and organizational commitment as central performance-related factors, while Khusanova et al. (2021) link public-sector engagement and prosocial orientation with favorable work outcomes. Suwarno et al. (2023) also show that work motivation can transmit the relationship between organizational support and performance. In policing, Legrand and Bronitt (2012), Buker et al. (2026) and Tiwana et al. (2015) emphasize that personnel performance should be understood in relation to service responsiveness and citizen-oriented outcomes. The present result therefore reinforces the importance of PSM in frontline SPKT work.

The Role of Work Engagement Mediation on the Influence of Organizational Support on Member Performance

The Work Engagement mediation test produced an indirect coefficient of $\beta = 0.105$ ($t = 1.328$; $p = 0.184$). Although the direct path from Organizational Support to Work Engagement and the direct path from Work Engagement to performance were both significant, the product of these relationships was not. This means that, within the current sample, Work Engagement cannot be identified as the mechanism through which organizational support is associated with performance. H6 is not supported.

This result contrasts with studies in which engagement has played a mediating role. Aldabbas et al. (2023) and Şanliöz et al. (2023), for example, report indirect processes linking organizational support to performance-related or creativity-related outcomes through engagement, while Adhiyani et al. (2025) identify employee engagement as a mediator between POS and performance in public-service organizations. Hardiyanti and Mulyana (2026) also document a positive relationship between POS and engagement among National Police personnel. In the present model, however, the indirect coefficient is not significant. This suggests that engagement, although important for performance, is not the dominant transmission mechanism from support to performance in this particular SPKT setting. Another route, especially PSM,

appears more salient (Bakker, 2022; Huang et al., 2022; Khusanova et al., 2021).

The Role of Public Service Motivation Mediation Plays a Role in the Influence of Organizational Support on Member Performance

The PSM mediation pathway was statistically significant (β = 0.267; t = 2.581; p = 0.010). Consequently, H7 is supported. The result indicates that personnel who perceive stronger organizational support also tend to report stronger public-service motivation, which is then associated with better performance. Because the study measures all constructs at one point in time, however, the mediation result should be understood as an indirect structural association rather than proof of a temporal causal sequence.

Previous research provides support for this interpretation. Zagenczyk et al. (2021), Eisenberger et al. (2020), and Rahmawati et al. (2023) show that supportive and ethical organizational environments can strengthen identification, commitment, or motivation. Suwarno et al. (2023) found that motivation mediates the relationship between POS and performance, which closely resembles the public-service mechanism examined here. Atatsi et al. (2019), Suyatno and Tukiran (2023) and Dahkoul (2018) likewise place motivation and commitment among the key correlates of performance. In policing, Legrand and Bronitt (2012), Buker et al. (2026) and Tiwana et al. (2015) underline the importance of citizen responsiveness in evaluating performance. Taken together, this literature supports the interpretation that organizational support may be converted into better SPKT performance partly by strengthening the desire to serve the public.

The comparison of the two indirect paths provides an additional theoretical insight. Organizational support does not appear to generate identical psychological consequences. In this sample, PSM is the significant mediator, whereas Work Engagement is related directly to performance but does not transmit the Support–Performance relationship (Eisenberger et al., 2020; Khusanova et al., 2021; Rhoades & Eisenberger, 2002; Sinha et al., 2024). The difference is also visible numerically. The support–PSM coefficient is β = 0.420 and the PSM–performance coefficient is β = 0.635, producing an indirect effect of β = 0.267. By comparison, the engagement pathway combines β = 0.351 and β = 0.299 and produces a smaller, non-significant indirect effect of β = 0.105 (p = 0.184). For SPKT management, these results suggest that support initiatives should preserve employee engagement while placing particular emphasis on strengthening public-service values.

Managerial Implications of Descriptive Analysis

The descriptive findings place Personnel Performance, Work Engagement, Organizational Support, and PSM in the high to very high categories. These favorable ratings should be maintained, but they should not be treated as evidence that no improvement is required. To minimize ceiling effects and the limitations of self-report measurement, personnel evaluation should be complemented by objective service indicators such as response time, public satisfaction, and case-resolution rates. Such indicators can also help identify more specific development priorities for individual personnel and units.

Sustaining high vigor and dedication also requires protection against excessive workload and burnout. Organizational support should therefore include realistic workload allocation, psychological support, and attention to work–life balance. Supervisors can further strengthen engagement through coaching, effective interpersonal communication, and participatory decision-making. Existing peer support should be reinforced through teamwork, collaborative work arrangements, and job design that helps personnel maintain concentration and motivation over time.

The high PSM scores suggest that a strong service orientation already exists among many personnel, but this orientation needs to be embedded in formal management systems. Reward, promotion, and performance appraisal should therefore recognize behaviors that reflect public-service values, not only administrative output. Overall, SPKT appears to possess a relatively favorable organizational and psychological foundation; the managerial priority is to make performance measurement more objective, strengthen supervisory practices, sustain Work Engagement, and institutionalize PSM in personnel management.

Managerial Implications of Hypothesis Test Results

The hypothesis results indicate that Perceived Organizational Support (POS) is relevant to engagement, PSM, and performance. Management can strengthen POS by ensuring that supervisory assistance is consistent, work expectations are clear, personnel receive recognition for their contributions, and facilities are adequate for service delivery. A supportive organizational culture can also be reinforced through public-service value training, leadership by example, and recognition of the social contribution made by SPKT personnel.

Because both engagement and PSM are positively related to performance, management should address the employee–work relationship and the public-service orientation simultaneously. Work Engagement can be supported by meaningful job design, appropriate autonomy, and opportunities to experience the social significance of police work. PSM can be strengthened through value-based recruitment, career development, communication of the service mission, and performance systems that include service quality and citizen satisfaction. Such an approach shifts performance management beyond administrative completion toward the quality and societal impact of service.

The different mediation results have direct managerial implications. Work Engagement does not significantly carry the relationship between support and performance, whereas PSM does. Organizational support is therefore more likely to translate into higher performance when it also reinforces the employee's motivation to serve citizens. SPKT management should align support policies with programs that strengthen public-servant identity, make service values visible, and acknowledge personnel contributions to the community.

CONCLUSION

The study finds that Work Engagement and PSM are both positively related to SPKT personnel performance, with PSM displaying the largest direct coefficient. PSM also forms a significant indirect pathway between Organizational Support and performance, while the corresponding pathway through Work Engagement is not statistically significant. Organizational Support is therefore associated with performance directly and indirectly through PSM. In practical terms, SPKT management at the North Maluku Regional Police should improve organizational support through adequate facilities, relevant training, balanced workloads, fair recognition, and leadership practices that sustain engagement and reinforce public-service motivation. Future research can test additional explanatory variables such as transformational leadership, ethical climate, or social competence and should consider longitudinal designs and multi-source measures of performance. Overall, the model supports significant positive associations between Organizational Support and Work Engagement, PSM, and Personnel Performance; between Work Engagement and Performance; and between PSM and Performance. The significant PSM indirect effect is $\beta = 0.267$ ($p = 0.010$), whereas the Work Engagement indirect effect is $\beta = 0.105$ ($p = 0.184$). Because the study is cross-sectional, these coefficients should not be interpreted as causal effects. Future studies should also report HTMT or Fornell–Larcker evidence to examine construct distinctiveness more rigorously.

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AUTHOR CONTRIBUTION STATEMENT

Muhammad Fikri Andhika contributed to the conceptualization of the study, research methodology, data collection, data analysis, interpretation of findings, and preparation of the manuscript. Levyda contributed to research supervision, methodological validation, critical evaluation of the findings, and revision of the manuscript. Both authors contributed to the interpretation of the results, critically reviewed the manuscript, and approved the final version for publication.

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