

The Influence of Work Discipline as a Mediator of the Relationship between Work Motivation and Work Culture on the Sustainability Performance of Bid Personnel Public Relations of Polda Metro Jaya

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Abstract - The Public Relations Division of the Metro Jaya Police is facing a decline in organizational performance with a decrease in counter opinion activities by 63.5% in 2024, indicating problems in human resource management related to discipline, motivation, and work culture of personnel. This study aims to analyze the influence of work motivation and work culture on sustainable performance with work discipline as a mediating variable. The research method used a quantitative approach with causal design through the analysis of Partial Least Square-Structural Equation Modeling (PLS-SEM) on 60 personnel respondents using a five-level Likert scale questionnaire. The results showed that work motivation and work culture had a significant positive effect on work discipline with *t*-statistics of 3.913 and 3.177, the three predictor variables had a significant effect on sustainable performance, and work discipline was proven to mediate the relationship between work motivation (*t*-statistic: 2.923) and work culture (*t*-statistic: 2.175) on sustainable performance with a Goodness of Fit of 0.471. In conclusion, increased motivation and work culture will be more effective in improving sustainable performance when mediated by strong work discipline. It is suggested that the implementation of integrated programs includes a transparent reward system and strengthening a culture of professionalism.

Keywords: Work Culture, Work Discipline, Sustainable Performance, Work Motivation, Polda Metro Jaya

I. INTRODUCTION

The Republic of Indonesia as a country that adheres to the legal system (*rechtsstaat*) places the rule of law as the main foundation in the implementation of the life of the nation and state. The implementation of the rule of law requires credible and professional law enforcement institutions to ensure the creation of social order and public security. The National Police of the Republic of Indonesia (POLRI) as a law enforcement institution has a strategic role in maintaining domestic security stability and serving the public interest. The institutional transformation of the National Police after the 1998 reform, especially after the separation from the Indonesian National Army based on MPR Decree Number VII/2000, marked a new chapter in the professionalism of the Indonesian police. Law No. 2 of 2002 concerning the National Police strengthens the existence of police institutions in implementing a civilian police approach that prioritizes the principles of democracy, law enforcement, respect for civil rights, and upholding human rights. The paradigm of "Serving the Community" has shifted the orientation of the National Police to be more humane and acceptable to the wider community. The long journey of 78 years (2024) requires the National Police to continue to innovate and adjust in accordance with the development of the times and the demands of modern society.

Entering the digital era and globalization, the National Police faces complex challenges that require strategic adaptation in the implementation of its duties and functions. The concept of the National Police *Precision* launched in 2022 represents the institution's commitment to realizing a predictive, responsive, and transparent organization with fairness. Concept implementation *Precision* It covers eight strategic dimensions: making the National Police a precise institution, ensuring security to support national development programs, maintaining internal solidity, increasing synergy with the TNI and related agencies, supporting the creation of an innovation ecosystem, displaying leadership that serves, prioritizing prevention and restorative justice, and always caring for the diversity of the Republic of Indonesia. According to (Afandi, 2021), the concept of precision can be interpreted as a systematic step in observing every aspect of service with high precision, which is often associated with accuracy in achieving organizational targets. Era *Font 4.0* and *Society 5.0* demands digital transformation in public services, including information services that must be accessible openly and

transparently in accordance with Law Number 14 of 2008 Article 2 Paragraph 1 which emphasizes that every public information is open and accessible to public information users.

The Public Relations Division of POLDA Metro Jaya has a strategic position as a communication bridge between police institutions and the community in the DKI Jakarta, Depok, Tangerang, and Bekasi areas. The vital function of the Public Relations Bid as a *Gatekeeper* Public information demands an optimal level of professionalism and performance from all its personnel. Analysis of organizational performance data shows significant fluctuations in achievements, where in 2023 there were 16 indicators of positive opinion formation activities with total activities *Counter* opinions were 36,976 times, but experienced a drastic decline in 2024 with a decrease in activity *Counter* opinion of 63.5% or equivalent to 23,493 activities. The decline in organizational performance indicates that there are fundamental problems in human resource management, especially related to aspects of discipline, motivation, and work culture of personnel. Personnel attendance data shows average attendance decreased from 55 people per month in 2023 to 53 people per month in 2024, reflecting the low level of work discipline. This phenomenon is in line with research findings (Augustine, 2020), which emphasizes that work discipline is needed both individually and as a team and has a positive effect on the overall performance of the organization.

The results of the pre-survey of 10 POLDA Metro Jaya Public Relations Bid personnel identified several crucial problems in the organizational aspect. The level of work motivation of personnel shows a balanced distribution with 50% of respondents stating that they have high motivation and another 50% indicating low motivation. The discipline aspect shows an alarming condition, where 70% of respondents stated that the level of discipline applied is still low, and only 40% of personnel consistently carry out discipline as members of the institution. The dimension of work culture also shows a disagreement with the character of the police in general, with 70% of respondents stating that the existing work culture is not in accordance with the characteristics of the police institution. Another systemic problem was identified in the aspect of the performance appraisal system that was not optimal, where 80% of respondents stated that there was no clear appraisal system in the implementation of tasks. Character development programs and sustainable work environments also show not optimal implementation, with only 40% of respondents feeling that there is a development program that integrates environmental, social, and economic aspects.

Previous studies have shown the complexity of the relationship between work discipline, motivation, and work culture to employee performance. (Alhempri et al., 2024) found that work discipline and work motivation have a negative effect on employee performance in certain contexts. (Azzahrati, 2018) identify the positive influence of motivation and work discipline on employee performance at PT. Asian Clothing Advances Eternally. (Chaerunisa et al., 2023) proving that motivation and work discipline have a significant effect on the performance of employees of Perumda Air Minum Tirta Moedal Semarang City. (Chairunnisah, 2021), shows that the work culture has a direct positive influence on the performance of PT Dua Kelinci Pati employees. (Didit, 2022) It was found that work culture had a negative effect on performance, while work motivation and incentives had a positive effect on employee performance. The inconsistency of the results of the study indicates the need for a more in-depth study of the mechanisms of the relationship between variables, especially the role of work discipline mediation in the context of police organizations.

The concept of sustainable performance (*Sustainable Performance*) becomes relevant in the context of public organizations that must maintain the quality of service in the long term. According to (Farisi, S., Irnawati & Fahmi, 2020), *Sustainable* It is a perspective on activities that are carried out systematically and planned within the framework of improving welfare, quality of life, and the environment without reducing access and opportunities for future generations. The implementation of sustainability principles in the context of police organizational performance requires the integration of economic, social, and environmental aspects in every strategic decision-making. Work motivation, as explained by (Faturrahman & Yuniawan, 2023), is the impetus for a series of human behavior processes in achieving goals, becoming a determining factor in creating sustainable performance. (Husain, 2017) proving that motivation has a positive influence on the performance of KSP Lohjinawe employees in providing the training needed to achieve the company's targets and create work comfort. Work culture, according to (Ichdan, 2024), can change employee behavior patterns to increase work productivity, in line with the findings (Jufrizen, 2020), which shows that work culture has a significant effect on PT Champ Resto Indonesia's organizational commitment.

Based on the identification of the problems that have been described, this study formulates seven research questions that will be answered empirically. First, how does work motivation significantly affect work discipline in the POLDA Metro Jaya Public Relations Bid? Second, how does work culture significantly affect work discipline in the POLDA Metro Jaya Public Relations Bid? Third, how does work motivation significantly affect sustainable performance in the POLDA Metro Jaya Public Relations Bid? Fourth, how does work culture significantly affect sustainable performance in the POLDA Metro Jaya Public Relations Bid? Fifth, how does

work discipline significantly affect the sustainable performance of POLDA Metro Jaya Public Relations Bid personnel? Sixth, how does work motivation through work discipline affect the sustainable performance of the POLDA Metro Jaya Public Relations Bid? Seventh, how does work culture through work discipline affect the sustainable performance of POLDA Metro Jaya Public Relations Bid personnel?

This study aims to analyze and empirically prove seven fundamental aspects in human resource management in the POLDA Metro Jaya Public Relations Bid environment. The first goal is to identify and measure the direct influence of work motivation on the work discipline of POLDA Metro Jaya Public Relations Bid personnel. The second objective is to analyze the direct influence of work culture on the work discipline of POLDA Metro Jaya Public Relations Bid personnel. The third goal is to evaluate the direct influence of work motivation on the sustainable performance of POLDA Metro Jaya Public Relations Bid personnel. The fourth objective is to examine the direct influence of work culture on the sustainable performance of POLDA Metro Jaya Public Relations Bid personnel. The fifth objective is to analyze the direct influence of work discipline on the sustainable performance of POLDA Metro Jaya Public Relations Bid personnel. The sixth goal is to test the indirect influence of work motivation through work discipline on the sustainable performance of POLDA Metro Jaya Public Relations Bid personnel. The seventh objective is to analyze the indirect influence of work culture through work discipline on the sustainable performance of POLDA Metro Jaya Public Relations Bid personnel.

This research is expected to make a significant contribution to two main dimensions: practical and academic. From a practical perspective, the results of this research can be used as a basis for the formulation of strategic policies for the POLDA Metro Jaya Public Relations Bid, especially in optimizing human resource management and improving the effectiveness of public services. The resulting recommendations can be used as a reference in designing personnel development programs, performance appraisal systems, and the implementation of a work culture that is conducive to the achievement of sustainable performance. From an academic perspective, this research contributes to enriching the treasures of human resource management science, especially in the context of public organizations in the security sector. The resulting empirical findings can be a reference for future studies, providing empirical evidence on the mechanisms of the relationship between motivation, work culture, work discipline, and sustainable performance in the context of Indonesian police organizations. The results of this research can also serve as a comparative material for similar studies in various organizational contexts and contribute thought in the development of sustainable performance management theory.

Based on the theoretical and empirical studies that have been conducted, this study proposes seven hypotheses that will be statistically tested with a clear separation between each hypothesis.

H1: Work motivation has a positive and significant effect on work discipline in the POLDA Metro Jaya Public Relations Bid. This hypothesis refers to research by Budi (2024) and Zahari (2024) which shows that increasing intrinsic and extrinsic motivation significantly improves employee work discipline in the context of public sector organizations.

H2: Work culture has a positive and significant effect on work discipline at the POLDA Metro Jaya Public Relations Bid. This hypothesis is based on the findings of Satria & Yuniawan (2023) and Ahmad Badawy *et al.* (2021) which proves that the implementation of a positive work culture has a direct effect on employee work discipline in government agencies.

H3: Work motivation has a positive and significant effect on sustainable performance in the POLDA Metro Jaya Public Relations Bid. This hypothesis is in line with the research of Ramdhan (2023) and Arindi *et al.* (2023) which shows that motivation encourages employees to continue to adapt and maintain productivity in a sustainable manner.

H4: Work culture has a positive and significant effect on sustainable performance at the POLDA Metro Jaya Public Relations Bid. This hypothesis refers to the research of Alkaf (2024) and Satria & Yuniawan (2023) which proves the contribution of work culture to improving the long-term performance of organizations.

H5: Work discipline has a positive and significant effect on sustainable performance in the POLDA Metro Jaya Public Relations Bid. This hypothesis is based on the findings of Idrus (2023) and Syamsuddin *et al.* (2021) which shows that work discipline contributes directly to improving employee long-term performance.

H6: Work motivation through work discipline has a significant and positive effect on sustainable performance in the POLDA Metro Jaya Public Relations Bid. This hypothesis refers to research by Budi (2024) and Zahari

(2024) which shows the role of disciplinary mediation in the relationship between motivation and sustainable organizational performance.

H7: Work culture through work discipline has a significant and positive effect on sustainable performance in the POLDA Metro Jaya Public Relations Bid. This hypothesis is based on research by Ahmad Badawy Saluy (2024) and Syaechurodji (2022) which proves the role of discipline mediation in the relationship between work culture and employee sustainable performance.

The conceptual framework of this research as described in Figure 1 shows a structural model that describes the direct and indirect relationships between the research variables clearly and systematically.

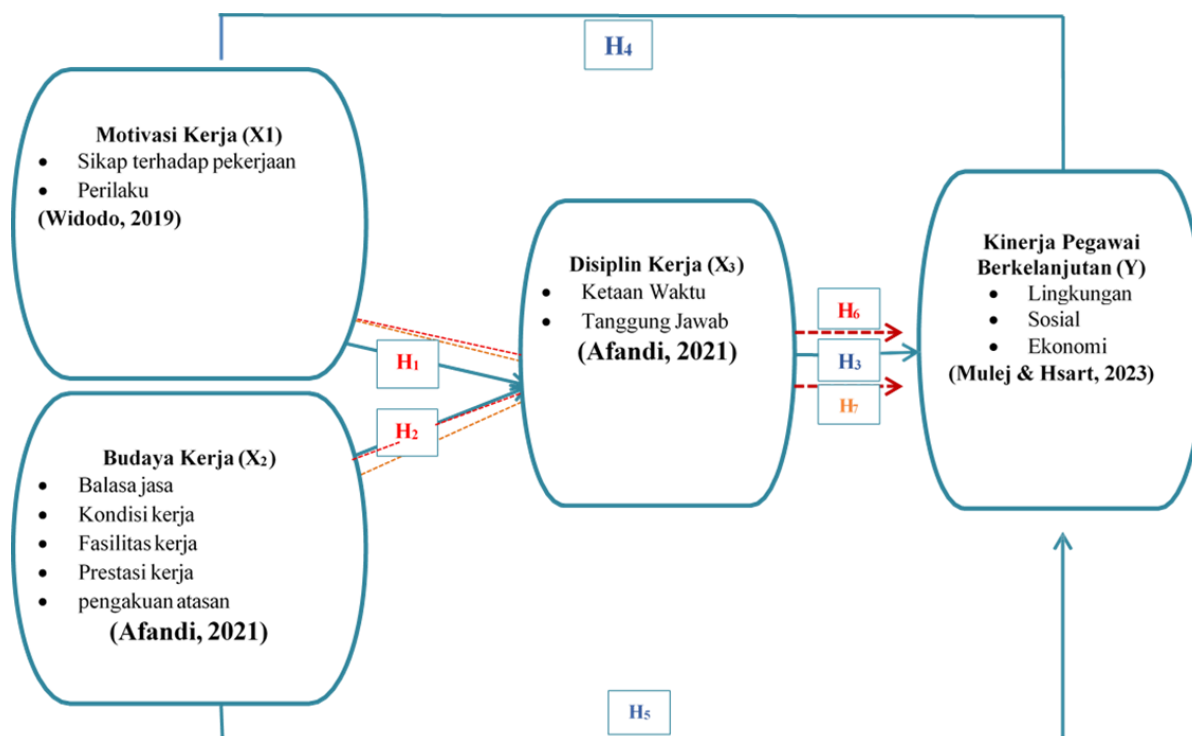


Figure 1. Frame of Mind

II. METHOD

The research was carried out in the Public Relations Division of the Metro Jaya Regional Police, Jalan Jenderal Sudirman Number Plot 55, South Jakarta, for the period of September 2024 - May 2025, covering problem identification, problem formulation, literature collection, methodology preparation, and determination of statistical analysis techniques. The study adopts a quantitative approach based on the positivism paradigm to analyze phenomena through research instruments and statistical analysis to test hypotheses. Causal design identifies cause-and-effect relationships with independent variables (work motivation, work culture), intervening variables (work discipline), and dependent variables (sustainable performance). Analysis using *Software Smart PLS* version 3.0. The research variable is defined as the component that is studied to obtain information and draw conclusions (Jufrizen, 2020). Continuous performance refers to the concept (Raditya, 2023) with environmental, social, and economic dimensions. Work discipline based on (Afandi, 2021) includes time obedience and responsibility. Work motivation adopt (Afandi, 2021) Includes remuneration, working conditions, facilities, achievements, and recognition of superiors. Work culture based on (Ramdhan, 2023) Includes attitudes towards work and work behavior.

Using the scale *Likert* five levels to measure respondents' attitudes and perceptions (Ghozali, 2022; Sugiyono, 2020): strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1). The population is 60 people (57 members of the National Police, 3 civil servants) in the Public Relations Division of the Metro Jaya Police. Technique *Non-probability sampling* Saturated samples are used, where the entire population is sampled. Primary data was collected through direct surveys using structured questionnaires to obtain accurate and consistent information (Sugiyono, 2020). Analysis using a descriptive approach and *Partial Least Square*

Structural Equation Modeling (PLS-SEM) as a variant-based multivariate technique (Ramdhan, 2023). The test includes validity and reliability tests (*Outer model*), evaluation of structural relationships (*Inner model*), the coefficient of determination (R^2), and Q^2 *predictive relevance*. Hypothesis testing using *Bootstrapping* with significance criteria $\alpha = 0.05$.

III. RESULT AND DISCUSSION

A. Results

Characteristics of Research Objects

Instance Profile

The Regional National Police of the Republic of Indonesia (Polda) Metro Jaya is the main regional implementing unit operating under the coordination of the National Police Chief. This agency has the responsibility to carry out police functions at the regional level. The leadership of the Regional Police is entrusted to the Head of the Regional National Police of the Republic of Indonesia (Kapolda) who is directly responsible to the National Police Chief, with support from the Deputy Chief of Police (Wakapolda). The Public Relations Division (Bid Humas) of the Metro Jaya Police plays a role as a leadership element that is located under the Chief of Police and in the implementation of daily duties is under the control of the Deputy Chief of Police. This unit carries out various strategic functions, including: development of systems and methods for the implementation of *public relations functions*; supervision and supervision of staff; planning of personnel and budget needs; collection and processing of statistical data; implementation of cooperation with related partners; management of information and documentation (*PID*); and public information to form positive opinions for the purpose of carrying out the duties of the National Police.

Vision and Mission of the Organization

Vision

The Vision of the Public Relations Bid of the Metro Jaya Police 2015-2019 is an elaboration of the vision of the Metro Jaya Police which is formulated as a guideline for the implementation of the main tasks and functions for the next five years: "The realization of Professional, Superior and Trusted Public Relations services for the Metro Jaya Police in the management of information about the performance of the Metro Jaya Police".

Mission

To realize this vision, the Public Relations Bid of the Metro Jaya Regional Police sets four main missions: (a) improving the competence of human resources who are able to carry out the main tasks and functions of managing performance information; (b) develop and improve systems and methods that support the implementation of organizational tasks; (c) meet the needs of supporting facilities and infrastructure gradually and sustainably; (d) propose budget needs and facilities that support the implementation of the performance information management function. The formulation of this mission considers the community's demands for increased professionalism, transparency, and performance accountability towards the creation of *good governance* and *clean government*.

Research Findings and Analysis

Respondent Profile

This study involved 60 respondents who were Metro Jaya Police Public Relations Bid personnel. Data collection was carried out through the distribution of questionnaires in *Google Form* format which were then analyzed using descriptive and quantitative analysis with *Microsoft Excel* and *Partial Least Square Structural Equation Modeling* (PLS-SEM) analysis through *SmartPLS*.

Age Characteristics of Respondents

Based on the age composition as shown in Figure 2, the majority of respondents are in the 20-30 year range as many as 42 people (70%), indicating the dominance of the productive workforce. This indicates an optimal combination of high morale and adaptability to modern technology.



Figure 2. Composition of Respondents by Age

Gender Distribution

As seen in Figure 4.3, the gender distribution shows 42 male respondents (78%) and 12 female respondents (22%). This composition reflects the general characteristics of police institutions that are dominated by male personnel.

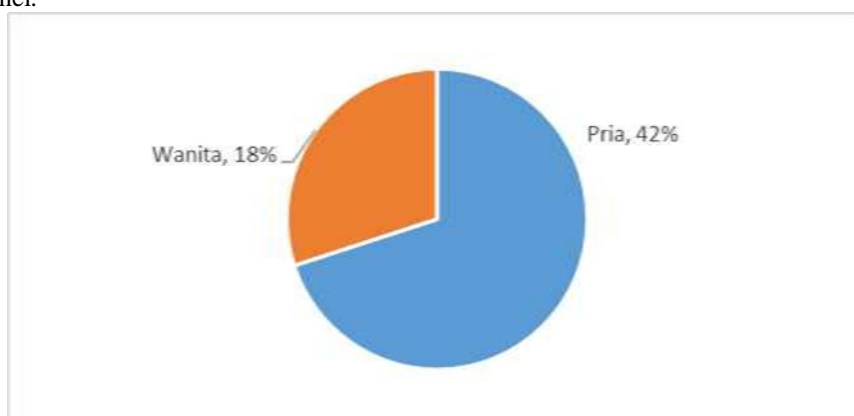


Figure 3. Composition of Respondents by Gender

Work Experience

The tenure data presented in Figure 4 shows that most respondents have 1-10 years of experience (78%), reflecting a good combination of senior and junior personnel. This condition provides a balanced organizational dynamic between experience and innovation.



Figure 4. Composition of Respondents Based on Length of Work

Education Level

The educational profile of the respondents as shown in Figure 5 was dominated by 48 respondents (80%) from high school graduates, followed by 6 respondents (10%) from S1 and S2 respectively. This composition reflects the pattern of police recruitment that prioritizes dedication and commitment from a young age.

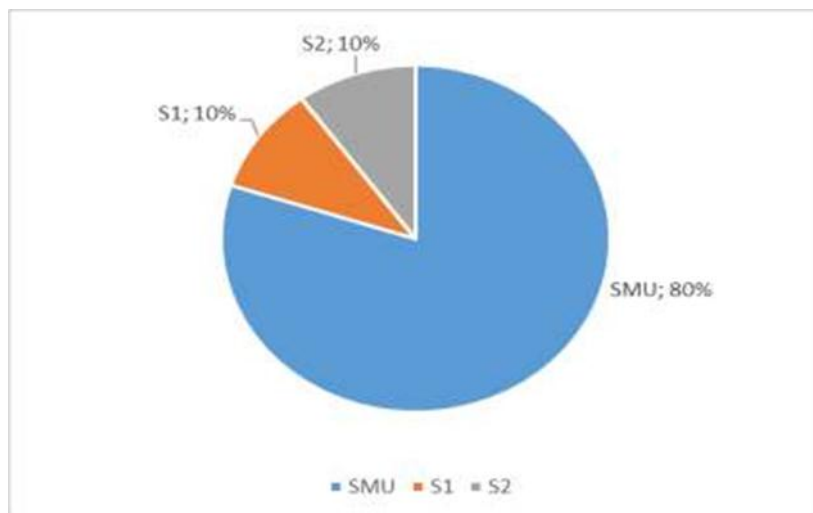


Figure 5. Composition of Respondents by Education

Evaluation of Measurement Models (*Outer Model*)

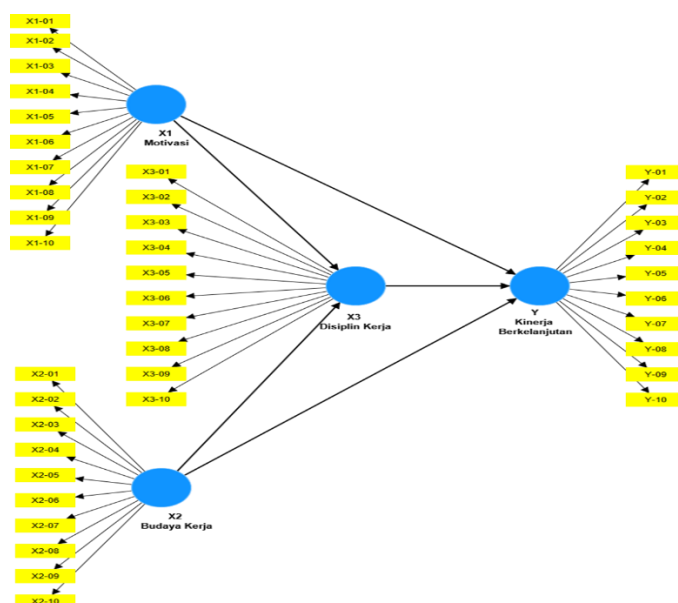


Figure 6. Model Specification SEM-PLS

Validity Testing

Convergent validity analysis showed that all indicators met the standard *loading factor* > 0.70. As shown in Table 1, the lowest *loading factor* value is 0.705 in Variable X1.8 and the highest is 0.874 in Variable X2.5, indicating adequate convergent validity for all constructs.

Table 1. Loading Factor Value

Variable	Indicators	Outer Loading	Status
Work Motivation (X1)	X1.1 – X1.10	0,705 – 0,823	Valid

Work Culture (X2)	X2.1 – X2.10	0,802 – 0,874	Valid
Work Discipline (X3)	X3.1 – X3.10	0,743 – 0,838	Valid
Sustainable Performance (Y)	Y1 – Y10	0,773 – 0,854	Valid

The *Average Variance Extracted* (AVE) test shows that all 61 variables have values above 0.5 as shown in Table 2, with the highest values in work culture (0.700) and lowest in work motivation (0.571).

Table 2. Average Variance Extracted (AVE) Value

Variable	AVE	Status
Work Motivation (X1)	0,571	Valid
Work Culture (X2)	0,7	Valid
Work Discipline (X3)	0,616	Valid
Sustainable Performance (Y)	0,658	Valid

Reliability Testing

Reliability evaluation through *Cronbach's Alpha* and *Composite Reliability* showed satisfactory results. Table 3 shows *Cronbach's Alpha* values ranging from 0.918-0.953, while *Composite Reliability* is in the range of 0.934-0.965, indicating excellent internal consistency.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Work Motivation (X1)	0,918	0,934
Work Culture (X2)	0,953	0,965
Work Discipline (X3)	0,932	0,949
Sustainable Performance (Y)	0,942	0,942

Evaluation of Structural Models (*Inner Model*)

Coefficient of Determination (R^2)

The R^2 value adjusted for the work discipline variable was 0.243, indicating that 24.3% of the variance could be explained by work motivation and work culture. Meanwhile, the R^2 adjusted for continuous performance is 0.454, indicating that 45.4% of the variance can be explained by all three predictor variables.

Hypothesis Testing

Path coefficient analysis using *bootstrapping techniques* yielded significant findings for the entire research hypothesis. Table 4 presents a summary of the results of the hypothesis test with a t-statistical value of > 1.96 and a p-value of < 0.05 .

Table 4. Hypothesis Testing Results

Line	Original Sample	t-Statistics	P-Values	Decision
X1 → X3	0,403	3,913	0	H1 Accepted
X2 → X3	0,313	3,177	0,001	H2 Accepted
X3 → Y	0,381	3,968	0	H3 Accepted
X1 → Y	0,229	2,49	0,013	H4 Accepted
X2 → Y	0,347	2,969	0,003	H5 Accepted
X1 → X3 → Y	0,154	2,923	0,003	H6 Accepted
X2 → X3 → Y	0,12	2,175	0,03	H7 Accepted

Model Validation

The *Goodness of Fit* (GoF) evaluation yielded a value of 0.471, indicating the combined performance of the measurement and structural models in the large category. A *Predictive Relevance* (Q^2) value of 0.6004 indicates that the model has adequate predictive relevance.

Key Findings

The results of the analysis confirmed that work motivation and work culture had a significant positive effect on work discipline. The three predictor variables have also been proven to have a significant positive effect on sustainable performance. The most important finding is that the mediating role of work discipline has been shown to be significant in the relationship between work motivation and work culture and sustainable performance, indicating that increased motivation and work culture will be more effective in improving sustainable performance when mediated by strong work discipline.

Table 5. *Effect Size (f^2)*

Relationship	Effect Size	Category
X1 → X3	0,221	Keep
X2 → X3	0,134	Low
X1 → Y	0,083	Low
X2 → Y	0,204	Keep
X3 → Y	0,205	Keep

These findings provide theoretical contributions to the development of sustainable performance models in the police sector as well as practical implications for human resource management in optimizing personnel performance through strengthening motivation, work culture, and work discipline in an integrated manner.

B. Discussion

The Impact of Work Motivation on Work Discipline

Empirical findings reveal a positive and meaningful correlation between work motivation and the level of discipline of personnel in the Public Relations Division of the Metro Jaya Police. Statistical analysis proves that the increased intensity of work motivation directly contributes to the strengthening of disciplined behavior in the implementation of operational tasks. This phenomenon indicates that *Drive Strong* internal is a fundamental determinant in the formation of discipline character in the work environment. Personnel with a high level of motivation show superior tendencies in compliance with institutional regulations, consistency in completing tasks accordingly *timeline* as well as the execution of responsibilities with optimal quality standards. Motivation comes from the appreciation system, *Recognition*, and professional satisfaction contributes significantly to increased morale which is directly correlated with operational discipline. When work is aligned with individual aspirations, a sense of ownership is formed (*Ownership*) to responsibilities that result in high dedication in a variety of working conditions. The results of this study confirm the findings (Saluy et al., 2022) which emphasizes the significance of the influence of work motivation on personnel discipline. (Saluy et al., 2022) reinforcing the argument that optimal motivational intensity encourages regular work patterns and consistent manifestations of professional responsibility.

The Contribution of Work Culture to Work Discipline

Empirical analysis showed a positive and significant causal relationship between organizational culture and the level of discipline of the Public Relations of the Metro Jaya Police personnel. Strengthening work culture results in a progressive impact on the intensification of discipline in the implementation of operational duties and responsibilities. This correlation emphasizes the strategic role of organizational culture as the foundation for the formation of systematic and consistent work behavior. Personnel who operate in an organizational ecosystem with a solid work culture have superior awareness of applicable values, norms, and regulations. The internalization of discipline is formed when the institution implements a work culture that emphasizes accountability, *punctuality*, and procedural compliance. An effective work culture creates an emotional bond between personnel and the organization that catalyzes operational discipline. The consistency of the application of work culture consolidates the commitment and integrity of personnel to the institution. When each individual understands the essence of organizational culture and adapts behavior according to institutional values, the level of discipline experiences a significant escalation. Personnel carry out duties based on intrinsic awareness, not solely due to external supervision. These findings are in line with research (Didit, 2022) which states the significant influence of work culture on employee discipline. (Didit, 2022) confirms that organizations with consistent implementation of work culture are able to substantially improve personnel compliance and accountability.

The Influence of Work Discipline on Sustainable Performance

The results of the investigation demonstrate a positive and meaningful correlation between work discipline and *Sustainable Performance* personnel of the Public Relations Division of the Metro Jaya Police. Increasing the intensity of discipline has a direct impact on the acceleration of sustainable performance. This causal relationship confirms discipline as a critical factor in optimizing productivity and operational effectiveness. Personnel who implement optimal work discipline demonstrate superior seriousness in task completion, adherence to regulations, and professional accountability. The internalization of discipline is formed when the organization enforces explicit regulations with standards *punctuality* and strict procedural compliance. Effective work discipline builds an organizational culture that supports the achievement of consistent and sustainable results. The systematic implementation of discipline consolidates the commitment and integrity of personnel to the institution. When each individual understands the significance of discipline and adapts behavior according to organizational standards, *Sustainable Performance* can be realized. Personnel execute tasks based on intrinsic awareness and responsibility, not just due to external supervision. These findings confirm Ahmad's research (Didit, 2022) which emphasizes the significant influence of work discipline on sustainable performance improvement. (Chairunnisah, 2021) Reinforcing that discipline is consistent in optimizing productivity and quality of work in the government environment.

IV. CONCLUSION

Based on the results of the PLS-SEM analysis of 60 respondents of the Public Relations Division of the Metro Jaya Police, this study succeeded in confirming all the hypotheses proposed. The findings showed that work motivation and work culture had a significant positive effect on work discipline with t-statistics of 3,913 and 3,177. The three predictor variables also have a significant effect on sustainable performance, with the mediating role of work discipline being proven to strengthen the relationship between work motivation (t-statistic: 2.923) and work culture (t-statistic: 2.175) on sustainable performance. The model has a Goodness of Fit of 0.471 and a Predictive Relevance of 0.6004, indicating good quality. Work discipline explained 24.3% variance in motivation and work culture, while all three variables explained 45.4% variance in sustainable performance. The findings confirm that increased motivation through an appreciation system and a work culture that emphasizes accountability will be more effective in improving sustainable performance when mediated by strong work discipline.

The Head of Public Relations of the Metro Jaya Police is advised to implement integrated programs including a transparent reward system, continuous training, and strengthening a culture of professionalism. Given that the majority of respondents aged 20-30 years are high school graduates, there is a need for a clear career development program and capacity building. A sustainable performance monitoring system needs to be strengthened with measurable indicators. Further research is recommended to expand the sample to other units or comparative studies between regions, explore moderating variables such as leadership and compensation, use a mixed-method approach, and conduct longitudinal studies to observe the consistency of long-term influence and effectiveness of recommendation implementation.

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