

The Influence of Work Environment, Work Discipline, Organizational Culture, and Career Development on the Performance of Banyumas City Resort Police Employees

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Abstract. This study aims to determine and analyze the influence of the work environment, work discipline, organizational culture and career development on the performance of Banyumas City Resort Police Department employees. The research population was 180 Banyumas City Police staff, with a total of 132 valid responses obtained using proportionate stratified random sampling. The analysis tool uses multiple linear regression with the help of SPSS statistics 25 software. The t-test results indicate that work environment, work discipline, organizational culture and career development each have a significant positive effect on employee performance. Work discipline was found to be the most dominant variable influencing performance. The implication of this research is for the Banyumas City Police to improve interactions between employees, enhance the implementation of rules, and provide development opportunities aligned with career aspirations.

Keywords: work environment; work discipline; organizational culture; career development; employee performance

1 Introduction

Human resources (HR) are a fundamental asset that play a strategic role in the planning and implementation of organizational activities. The success of an organization in achieving its objectives does not solely depend on technological advancement or available infrastructure, but significantly relies on the quality of its human resources to enhance employee performance (Putera, 2022). Employee performance is a central concern in public sector organizations, particularly in law enforcement institutions that carry dual mandates of operational and administrative functions. At the Kepolisian Resor Kota Banyumas (Polresta Banyumas), a regional police institution operating under Kepolisian Daerah Jawa Tengah, non-officer administrative staff play a critical yet underexamined role in sustaining the overall effectiveness of police operations and public service delivery. The quality of their

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performance is shaped by multiple organizational factors, among which the work environment, work discipline, organizational culture, and career development have been consistently identified as key determinants (Kasmir, 2019; Rivai, 2016).

The first factor that may influence employee performance is the work environment. Work environment encompasses the multi-dimensional surroundings including physical infrastructure and interpersonal dynamics—that shape daily operational routines. It functions as a foundational operational backbone that directly moderates administrative effectiveness and workforce productivity (Basirun, 2022; Suhardi, 2022). As highlighted by Oktarendah & Putri (2023), favorable workplace conditions reduce operational friction, enabling personnel to execute assigned tasks efficiently. In addition, the work environment is an important factor that must be considered by organizations, as it represents the setting in which work activities take place and supports the effectiveness and efficiency of employee performance (Suhardi, 2022).

The second factor that may influence employee performance is work discipline. Work discipline represents an internal awareness and behavioral compliance with institutional regulations, codes of conduct, and schedule requirements. It transitions workforce compliance from mandatory enforcement into an internalized professional habit (Pramaswara & Priatna, 2021; Salapudin, 2021). Within administrative settings, high disciplinary standards serve as a core mechanism to streamline workflow coordination and maintain organizational integrity (Fauzi & Fauziyah, 2021; Indriani, 2023). Furthermore, work discipline reflects employees' awareness and willingness to adhere to organizational rules, thereby maintaining order and ensuring the smooth implementation of tasks to achieve optimal results (Pramaswara & Priatna, 2021). In addition, work discipline represents employees' efforts to improve their quality in terms of knowledge, attitudes, and behaviors, enabling them to work cooperatively and enhance their job performance (Indriani, 2023).

The third factor that may influence employee performance is organizational culture. Organizational culture constitutes the collective system of core values, operational norms, and shared beliefs that govern internal social interactions and duty execution. It acts as an implicit organizational framework that aligns individual efforts with broader institutional goals (Dungers, 2023; Madjidu, 2022). A deeply ingrained organizational culture reinforces group cohesion and mutual accountability, whereas an ambiguous cultural structure disrupts employee alignment (Oktavia & Fernos, 2023).

The fourth factor that may influence employee performance is career development. Career development, according to (Amalia, 2023), refers to a condition that indicates an individual's progression in terms of position or status within their job. It represents an important process in which employees make continuous efforts to advance their careers within the organization, enabling them to attain positions that align with their competencies and qualifications. Career development can also be understood as a series of efforts that begin from the initial stage of employment and continue throughout an employee's tenure within the organization. Through this process, employees are encouraged to enhance their capabilities and performance in order to achieve better career outcomes (Manu, 2022). Therefore, career development plays an important role in motivating employees to improve their performance within the organization.

Factors influencing employee performance play an important role in improving the quality of organizational outcomes. Every institution expects its employees to work with high dedication and optimal capabilities in order to achieve the best possible performance. Therefore, improving employee performance becomes essential by considering various influencing factors, such as work environment, work discipline, organizational culture, and career development. One of the institutions that pays attention to these factors is the Kepolisian Resor Kota Banyumas. As part of the Kepolisian Daerah Jawa Tengah, this institution plays a crucial role in maintaining public security and order. In carrying out

its duties, police officers are supported by administrative staff who are responsible for performing various administrative functions to support overall police operations. The role of these staff members is essential in enhancing organizational performance and delivering optimal public services.

Based on preliminary interviews conducted at the Kepolisian Resor Kota Banyumas, it was found that, in general, employee performance has been relatively good. However, several issues still exist, including a tendency for declining performance achievement among some employees who have not met the minimum performance standard, which ranges from scores of 81–100. In addition, work discipline and career development are also important concerns, as the career development process within the institution tends to require a relatively long period. Furthermore, the institution encourages employees to pursue higher levels of education beyond senior high school or vocational education, which may indirectly influence employee performance.

In addition to these phenomena, this study is also motivated by the existence of a research gap reflected in the inconsistent findings of previous studies. Prior research indicates that the work environment has varied effects on employee performance. According to Widiyanto (2022), (Fuadi, 2022), Rohman (2021), and Aswin (2022), the work environment has a positive and significant effect on employee performance. However, Mutiara (2021) found that the work environment does not significantly affect employee performance. Regarding work discipline, (Pandy, 2021) found that work discipline has a positive and significant effect on employee performance. In contrast, (Kintan, 2022) reported that work discipline does not have a significant effect on employee performance.

Furthermore, in terms of organizational culture, Rorry found that organizational culture has a positive and significant effect on employee performance. On the other hand, Megasyara et al. (2022) found that organizational culture does not significantly affect employee performance. Meanwhile, regarding career development, Aswin (2022) found that career development has a positive and significant effect on employee performance, indicating that better career opportunities can enhance employee motivation and performance.

The inconsistencies in prior findings are not merely statistical artifacts; they reflect a deeper contextual gap. Most previous studies were conducted in commercial enterprises or general government service agencies, where organizational dynamics, authority structures, and employee motivations differ substantially from those in a law enforcement institution. The work environment, disciplinary norms, organizational culture, and career trajectories in a police organization such as Polresta Banyumas are shaped by hierarchical command, regulatory strictness, and public accountability in ways that existing literature has yet to adequately address. Consequently, applying general HRM findings to a police context without contextual validation risks misguided institutional conclusions. This study addresses that gap by simultaneously examining all four variables work environment, work discipline, organizational culture, and career development within the specific institutional setting of Polresta Banyumas, grounded in Social Exchange Theory (Blau, 1964) as a unifying framework. The contribution of this study is threefold: first, it provides empirical evidence from an underexamined law enforcement context in Indonesia; second, it resolves prior inconsistencies by controlling for institutional-specific conditions unique to a police organization; and third, it highlights the critical yet overlooked role of non-officer administrative staff in shaping institutional performance outcomes. This study therefore aims to analyze the influence of work environment, work discipline, organizational culture, and career development on employee performance at the Kepolisian Resor Kota Banyumas.

1.1 Literature Review

1.1.1 *Employee Performance*

Employee performance reflects the degree to which personnel successfully accomplish assigned responsibilities in alignment with institutional benchmarks. Rather than focusing solely on task completion, it integrates qualitative accuracy, quantitative output, and operational punctuality over a specified timeframe (Babu, 2024; El Junusi, 2023). Institutional evaluations by scholars such as Nurjaya (2021) and Silalahi et al. (2021) confirm that individual output must be benchmarked against predefined job descriptions to determine overall organizational contribution. Scholars further refine this concept by emphasizing the alignment between results and formal roles. Nurjaya (2021) characterizes employee performance as the level of achievement reached in the execution of specific tasks. This is echoed by Silalahi et al. (2021), who asserts that performance represents the results of an individual's work as adjusted to their specific position and duties within an organization, which can be evaluated through systematic indicators. Furthermore, Eka (2021) highlights that these outcomes must be assessed through both qualitative and quantitative lenses to accurately reflect the employee's fulfillment of their responsibilities. Finally, performance is viewed as a measure of success over a specific duration. As noted by (Erica, 2020), it is the overall level of success attained in carrying out tasks based on predefined work standards, targets, or mutually agreed-upon criteria.

Based on these various perspectives, it can be concluded that employee performance is a multi-dimensional construct representing the integration of qualitative and quantitative work results. It is not merely the completion of tasks, but the degree of success measured by the alignment of an individual's output with predefined standards, job responsibilities, and organizational targets within a specific timeframe.

According to (Kasmir, 2021), the indicators of employee performance are as follows: (a) Quality, which refers to measuring performance by looking at the work produced through a particular process, assessing the extent to which outputs meet established standards of accuracy and acceptability; (b) Quantity, which refers to measuring performance based on the amount or volume of output produced by an individual within a given period; (c) Timeliness, which applies to certain types of work that have a specific time frame or deadline allocated for completion, measuring the degree to which tasks are finished on schedule; (d) Cost emphasis, which refers to the costs allocated for each organizational activity that have been budgeted in advance before the activity is carried out, reflecting efficiency in resource utilization; (e) Supervision, which recognizes that almost all types of work require monitoring and oversight of ongoing tasks to ensure quality and compliance with organizational standards; and (f) Interpersonal relationships among employees, which recognizes that performance assessment is often associated with cooperation and harmony among fellow employees as well as between employees and their superiors.

1.1.2 *Work Environment*

Work environment encompasses the overarching workplace atmosphere and physical conditions that impact how personnel execute their daily duties. It serves as a foundational organizational driver, reinforcing operational efficiency while enabling staff to deliver superior performance outcomes (Basirun, 2022). Furthermore, the work environment is defined as the conditions around employees that affect how they carry out their duties and responsibilities (Oktarendah & Putri, 2023). In addition, the work environment is an important factor that must be considered by organizations, as it represents the setting in which work activities take place and supports the effectiveness and efficiency of employee

performance (Suhardi, 2022). According to Ekawati (2022), the work environment is the conditions surrounding workers when workers carry out their duties, which have an influence on workers when carrying out their work in order to carry out activities in the agency, because the work environment has an important role for workers so that they can complete their tasks effectively and efficiently. The work environment is the environment where employees carry out their daily work (Latif et al., 2022).

Based the aforementioned definitions, work environment can be synthesized as the comprehensive conditions and atmosphere surrounding employees that dictate how they implement their tasks and responsibilities. It serves as a vital factor within an organization that supports the effectiveness and efficiency of performance, ensuring that the daily work setting remains conducive to achieving optimal outcomes.

According to (Ansyari & Kasmir, 2021), the non-physical work environment is measured through several key indicators, which include fatigue, boredom, monotony, the behavior of superiors, the behavior of co-workers, and teamwork.

1.1.3 Work Discipline

Operational discipline acts as a core cornerstone for institutional persistence, capturing an individual's voluntary alignment with established directives and normative standards. Rather than mere forced compliance, it embodies a proactive cognitive attitude toward preserving workplace integrity and operational order Pramaswara & Priatna (2021). It is not merely physical compliance but a mental attitude encompassing respect, appreciation, and adherence to both written and unwritten regulations (Salapudin, 2021). Furthermore, discipline is viewed as a continuous effort to shape mindsets and behaviors to enhance the quality of knowledge and cooperative performance (Fauzi & Fauziyah, 2021); (Indriani, 2023). From the perspective of habituation, Ekowati et al. (2023) emphasize that the core essence of discipline lies in the internalization of rules until they become "second nature" rather than an enforced obligation. From a managerial standpoint, work discipline functions as a strategic instrument to direct individual behavior toward organizational objectives (Costinot A. & Bahmani-Oskooee, 2023). (Matthew, 2022) assert that discipline is a management action designed to encourage members to obey institutional rules, while (Dube & Zhu, 2021) further define it as a corrective procedure or a mechanism for sanctions when violations occur.

Based on the aforementioned literature, work discipline can be synthesized as the integration of intrinsic individual awareness and extrinsic managerial mechanisms. It serves not only as a control tool through sanctions but also as a process of cultivating a productive work culture. In this context, employees voluntarily align their behavior with organizational standards to ensure smooth operations and achieve optimal performance.

Based on the theory proposed by Sutrisno (2022), employee work discipline can be assessed using several indicators, namely adherence to time regulations, compliance with company regulations, obedience to code of conduct in the workplace, and adherence to other organizational policies.

1.1.4 Organizational Culture

Organizational culture serves as a fundamental element that determines the direction and behavior within an institution. (Dungers, 2023) explains that organizational culture encompasses norms, values, assumptions, beliefs, and habits developed over a long period by founders and leaders, which are then socialized to new members as a guide for organizational activities. In line with this, (Madjidu, 2022) emphasize that this culture reflects a shared understanding and acts as a binding force that strengthens relationships among

members through patterns of beliefs and symbols developed over time. Furthermore, organizational culture can be viewed as a social force that encourages members to fulfill their responsibilities. Oktavia & Fernos (2023) state that every individual, including new employees, strives to understand existing rules and norms to be accepted within the work environment. A well-communicated culture becomes a strategic asset; a strong culture supports the achievement of organizational goals, whereas a weak culture may hinder performance. This is further reinforced by Bogale & Debela (2024), who define organizational culture as a system of shared values and norms that establish a framework for collaboration and serve as a reinforcement mechanism to enhance overall organizational performance.

Based on the experts above, it can be concluded that organizational culture is a collective system of values and norms that functions as a behavioral compass for employees. A strong culture acts as a psychological and social driver that enhances commitment and collaboration, thereby directly accelerating the achievement of targets and the effectiveness of employee performance. Conversely, a weak culture hinders individual adaptation and diminishes organizational productivity. According to Hari (2019), the dimensions and indicators that reflect organizational culture consist of risk-taking and innovation, attention to detail in handling problems, outcome orientation, people orientation regarding employee interests, aggressiveness in the workplace, and maintaining stability.

1.1.5 Career Development

Career development is defined as an ongoing process orchestrated by organizations to enhance employee skills, competencies, and future career prospects, with the primary objective of cultivating an excellent and adaptable workforce capable of navigating increasingly complex professional challenges (Susanto et al., 2023). According to (Amalia, 2023), career development signifies an advancement in an individual's professional status, representing a crucial journey where diligent effort enables employees to occupy positions that align with their specific competencies and qualifications. This career trajectory is a continuous series of efforts initiated from the onset of employment until the conclusion of the tenure, which inherently fosters a strong desire within employees to optimize their performance (Manu, 2022). Furthermore, as a core function of Human Resource Management, career development aims to refine and enhance job effectiveness, ensuring that employees can provide their best contribution toward achieving organizational goals through fundamental management functions, including planning, organizing, directing, and controlling (Boamah, 2023).

In conclusion, career development is a reciprocal process in which management support for employee career advancement fosters more effective performance improvements and contributes to organizational efficiency. The indicators that support successful career development according to Handoko (2018) include job performance, exposure, organizational loyalty, mentorship, opportunities for growth, and management support.

1.1.6 Social Exchange Theory

This research adopts Social Exchange Theory (Blau, 1964) as its primary theoretical framework, which posits that the relationship between an organization and its employees is a social exchange process rooted in the principle of reciprocity. Under this premise, any treatment provided by the organization is met with specific employee attitudes and behaviors as part of a mutual exchange. In this context, a conducive work environment fosters a sense of comfort and support, motivating employees to reciprocate through enhanced performance. Similarly, the implementation of clear and equitable work discipline reflects a structured

organizational system that nurtures a moral obligation among employees to demonstrate higher levels of compliance and professional responsibility. Furthermore, a robust organizational culture serves as a social mechanism that shapes shared values, norms, and a sense of belonging, thereby strengthening the emotional bond between the workforce and the organization. Parallely, career development is viewed as a strategic organizational investment that heightens perceptions of appreciation and fairness, encouraging employees to deliver their best contributions. This conceptualization aligns with Cropanzano & Mitchell (2005), who assert that positive organizational treatment generates favorable behavioral responses. The relevance of this framework is further validated by recent scholarship; Ahmad et al. (2023) demonstrate that Social Exchange Theory remains a critical lens for explaining modern work behaviors, particularly regarding the link between organizational support and employee performance. Moreover, an empirical study by Wu & Lv (2024) indicates that social exchange mechanisms significantly influence performance by fostering trust and positive industrial relations. This is reinforced by Rajaa & Mekkaoui (2025), who confirm that organizational support, procedural justice, and trust as forms of social exchange are proven to significantly drive employee performance. Consequently, the variables in this study work environment, work discipline, organizational culture, and career development are conceptually framed as organizational stimuli that trigger employee performance as a manifestation of a sustained social exchange. This theoretical framing is particularly salient in the context of Polresta Banyumas, where the hierarchical structure and service-oriented mission of the institution create a distinctive exchange dynamic: employees who receive organizational support in the form of a conducive environment, clear discipline, strong culture, and career opportunities are more inclined to reciprocate through higher dedication and improved performance in their public service roles.

1.1.7 Hypothesis Development

The Relationship Between Work Environment and Employee Performance

The work environment is a pivotal factor influencing both the comfort and effectiveness of employees in executing their duties. A conducive work environment, encompassing both physical and non-physical dimensions, fosters an atmosphere that supports productivity while minimizing operational disruptions. Within the framework of Social Exchange Theory (Blau, 1964), a high-quality work environment is viewed as a manifestation of organizational care and support. This perception creates a psychological obligation for employees to reciprocate such treatment through enhanced performance. Consequently, the more favorable the work environment perceived by employees, the stronger their drive to demonstrate optimal performance as a form of reciprocity for the organization's provisions. This conceptual link is further reinforced by empirical evidence from prior studies, which consistently indicate that the work environment exerts a positive and significant influence on employee performance.

H1: Work environment has a positive and significant influence on employee performance.

The Relationship Between Work Discipline and Employee Performance

Work discipline reflects the degree of employee compliance with the rules and standards established by an organization. A high level of discipline signifies a deep sense of awareness and responsibility, manifesting in the consistent and punctual execution of duties. Within the framework of Social Exchange Theory (Blau, 1964), work discipline can be understood as a vital employee contribution toward maintaining the equilibrium of the exchange relationship.

In this context, employees exhibit compliance as a direct response to the organizational systems and policies provided to them. Effective discipline ensures that work activities are more goal-oriented and efficient, thereby exerting a direct and positive impact on employee performance. This conceptual link is corroborated by prior empirical research, which consistently demonstrates that work discipline serves as a significant driver of enhanced performance outcomes.

The Relationship Between Organizational Culture and Employee Performance

Organizational culture constitutes a system of shared values, norms, and beliefs that serve as a behavioral compass for all members of an organization. A robust culture shapes the mindset and work attitudes of employees, fostering professional behaviors that are closely aligned with organizational objectives. Within the framework of Social Exchange Theory (Blau, 1964), organizational culture functions as a critical social mechanism that reinforces the bond between the employee and the organization through the internalization of shared values. This process enhances an employee's sense of belonging and commitment. When individuals perceive themselves as integral parts of the organization, they are inherently more inclined to deliver greater contributions in the form of elevated performance. This conceptual link is substantiated by an extensive body of empirical research, which consistently indicates that organizational culture exerts a positive and significant influence on employee performance. H3: Organizational Culture has a positive and significant influence on employee performance

The Relationship Between Career Development and Employee Performance

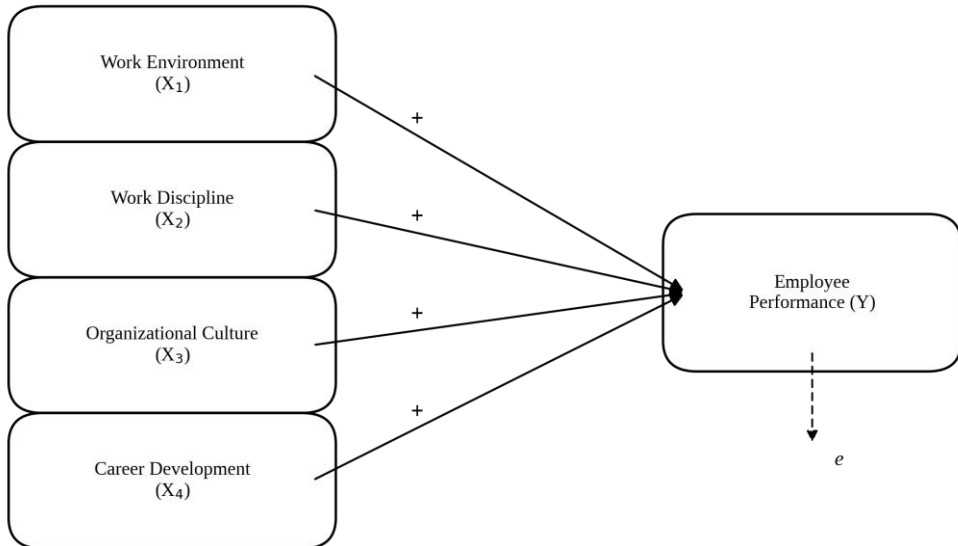


Fig 1. Conceptual framework of the research model

Career development represents an organization's strategic effort to enhance employee competencies, skills, and opportunities for advancement. Such programs signal that the organization values and is invested in the long-term future of its workforce. Grounded in Social Exchange Theory (Blau, 1964), the provision of career development opportunities fosters a perception of Perceived Organizational Support (POS), which motivates employees to reciprocate through enhanced performance. Employees who recognize clear avenues for

professional growth are inherently more driven to work optimally and deliver their best contributions. Consequently, career development does not merely result in increased technical competence; it also serves as a catalyst for driving overall employee performance. This relationship is corroborated by prior empirical studies, which consistently demonstrate that career development exerts a positive and significant influence on employee performance levels.

H4: Career Development has a positive and significant influence on employee performance

2 Method

This study employs a quantitative research method based on Sugiyono (2019), defined as a scientific approach rooted in positivism that fulfills empirical, objective, measurable, rational, and systematic criteria to test established hypotheses through statistical analysis of specific populations and samples, which is applied at the Banyumas City Resort Police Office to examine the influence of work environment (X_1), work discipline (X_2), organizational culture (X_3), and career development (X_4) on employee performance (Y).

2.1 Population and Sample

The population of this study comprises all 180 staff members at the Banyumas City Resort Police Office. Using the Slovin formula with a 5% margin of error, the minimum sample size was calculated as 125 respondents. Questionnaires were distributed to all strata proportionately, and a total of 132 valid responses were returned and used in the analysis. The study employed a proportionate stratified random sampling technique to ensure balanced representation across organizational strata. The strata were defined based on the functional units within Polresta Banyumas (e.g., administrative staff, operational support units, and functional officers). The proportional allocation ensured that each stratum was represented in the sample in accordance with its share of the total population, thereby improving the representativeness and generalizability of the findings.

Table 1. Population and Sample

No	Department/Functional	Population Size	Proportion for Department	Sample Size
1	Operational Department	21	$(21/180) \times 125 = 14,58$	15
2	Planning Department	11	$(11/180) \times 125 = 7,63$	8
3	HR Department	17	$(17/180) \times 125 = 11,80$	12
4	Logistics Department	12	$(12/180) \times 125 = 8,33$	9
5	Supervision Section	8	$(8/180) \times 125 = 5,55$	6
6	Profession and Security Division	16	$(16/180) \times 125 = 11,11$	12
7	Public Relations Department	8	$(8/180) \times 125 = 5,55$	6
8	Legal Department	4	$(4/180) \times 125 = 2,77$	3
9	ICT Department	7	$(7/180) \times 125 = 4,86$	5
10	General Section	14	$(14/180) \times 125 = 9,72$	10
11	Integrated Police Service Center (SPKT)	12	$(12/180) \times 125 = 8,33$	9
12	Community Development Section	16	$(16/180) \times 125 = 11,11$	12
13	Tahti Section	6	$(6/180) \times 125 = 4,16$	5
14	Finance Section	11	$(11/180) \times 125 = 7,63$	8
15	Health Department Section	17	$(17/180) \times 125 = 11,80$	12
Total		180 people		132

Table 2. Operationalization of Research Variables

Variable	Number of items	Indicators metrix	Source Reference
Employee Performance (Y)	6 items	Quality, Quantity, Timeliness, Cost emphasis, Supervision, Interpersonal relationships	Kasmir (2021)
Work Environment (X1)	6 items	Fatigue management, Boredom alleviation, Monotony reduction, Superior behaviors, Co-worker support, Teamwork dynamics	Ansyari & Kasmir (2021)
Work Discipline	4 items	Adherence to time regulations. Compliance with rules, Obedience to code of conduct, Adherence to organizational policies	Sutrisno (2022)
Organizational Culture	6 items	Risk-taking and innovation, Attention to detail, Outcome orientation, People orientation, Aggressiveness, Stability maintenance	Hari (2019)
Career Development	6 items	Job performance path, Exposure, Organizational loyalty. Mentorship access, Growth opportunities, Management support	Handoko (2018)

2.2 Instrument / Data collection

There is one data source in this study, namely primary data. The data were collected through respondents' answers to questions in a questionnaire designed to measure the variables of work environment (X1), work discipline (X2), organizational culture (X3), and career development (X4), as well as employee performance (Y). All items were measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The instruments were adapted from established scales in the human resource management literature and adjusted to the police institutional context. To ensure structural clarity and meet e specific variables, indicators, number of items, and their original operational sources are systematically detailed in table 2.

2.3 Data Analysis

Data analysis in this study employs descriptive statistics based on a 1-5 Likert scale and inferential statistics including instrument testing (validity and reliability), classical assumption tests, and multiple linear regression analysis using SPSS 25 to test hypotheses through t-tests, F-tests, and the coefficient of determination (R²).

3 Results and Discussion

3.1 Results

The participants in this study consisted of staff members from the Banyumas City Police Department. From the distribution of questionnaires, a total of 132 valid responses were obtained. These data provide a comprehensive profile of the respondents based on gender, age, and education level. The following sections detail the specific characteristics of the respondents.

Table 3. Characteristics of Respondents by Gender

No	Gender	Sample size	Percentage (%)
1	Male	106	80,3%
2	Female	26	19,6%
	Total	132	100%

Source: Primary data obtained by the author (2024)

The data in Table 3 indicates that the majority of respondents in this study are male, totaling 106 individuals (80.3%), while the remaining 26 individuals (19.7%) are female.

Table 4. Characteristics of Respondents by Age

No	Age (Years)	Sample size	Percentage (%)
1	≤ 23	53	40,1%
2	>23-30	48	36,3%
3	>30-40	14	11,36%
4	>40-50	10	7,5%
5	>50	6	4,5%
	Total	132	100%

Source: Primary data obtained by the author (2024)

Based on Table 4, it can be observed that the majority of respondents fall within the age range of ≤ 23 years, with 53 samples (40.1%). This is followed by the age group of > 23–30 years with 48 samples (36.3%). Furthermore, the > 30–40 years group consists of 15 samples (11.36%), the > 40–50 years group consists of 10 samples (7.5%), and the > 50 years group consists of 6 samples (4.5%).

Table 5. Characteristics of Respondents by Education Level

No	Education Level	Sample size	Percentage (%)
1	SMA	65	49,24%
2	S1	61	46,21%
3	S2	4	3,03%
4	S3	2	1,51%
	Total	132	100%

Source: Primary data obtained by the author (2024)

Table 5 shows that the majority of staff at the Banyumas City Police Department have a High School (SMA) education level, accounting for 49.24% or 65 samples. Those with a Bachelor's Degree (S1) represent 46.21% or 61 samples. Furthermore, Master's Degree (S2) holders account for 3.03% (4 samples), and Doctoral Degree (S3) holders represent 1.51% (2 samples).

3.1.1 Validity Test

The validity of the research instrument was tested using the Pearson Product-Moment Correlation method. This test covers several variables: Employee Performance (Y), Work Environment (X_1), Work Discipline (X_2), Organizational Culture (X_3), and Career Development (X_4). Validity was evaluated by correlating each individual item score with the total score based on data from the first 30 respondents. The testing criteria specify that an instrument is considered valid if the $r_{\text{calculated}}$ value is greater than the r_{table} value. At a significance level of 0.05 and degrees of freedom (df) of 28, the critical r_{table} value was

determined to be 0.361. Detailed results of the questionnaire validity test are presented in Table 6.

Table 6. Employee Performance

Item	r_{count}	r_{table} (Confidence Level 95%)	Remark
01	0,452	0,361	Valid
02	0,779	0,361	Valid
03	0,713	0,361	Valid
04	0,842	0,361	Valid
05	0,911	0,361	Valid
06	0,729	0,361	Valid

Table 7. Work Environment

Item	r_{count}	r_{table}	Remark
01	0,590	0,361	Valid
02	0,528	0,361	Valid
03	0,718	0,361	Valid
04	0,750	0,361	Valid
05	0,752	0,361	Valid
06	0,726	0,361	Valid

Table 8. Work Discipline

Item	r_{count}	r_{table}	Remark
01	0,686	0,361	Valid
02	0,843	0,361	Valid
03	0,824	0,361	Valid
04	0,775	0,361	Valid

Table 9. Organizational Culture

Item	r_{count}	r_{table}	Remark
01	0,695	0,361	Valid
02	0,550	0,361	Valid
03	0,503	0,361	Valid
04	0,773	0,361	Valid
05	0,786	0,361	Valid
06	0,649	0,361	Valid

Table 10. Career Development

Item	r_{count}	r_{table}	Remark
01	0,692	0,361	Valid
02	0,752	0,361	Valid
03	0,615	0,361	Valid
04	0,776	0,361	Valid
05	0,777	0,361	Valid
06	0,759	0,361	Valid

The test results show that all items across all variables (Y, X1, X2, X3, and X4) have an r_{count} value greater than the r_{table} (0.361). Therefore, all question items are declared **valid** and can be used as reliable instruments for data collection.

3.1.2 Reliability Test

The reliability of the questionnaire in this study was assessed using Cronbach's Alpha. A variable is considered reliable if its Cronbach's Alpha value exceeds 0.70. The results of the reliability test are presented in the following table:

Table 11. Cronbach's Alpha and Composite Reliability

Variable	Cronbach Alpha	Threshold cronbach alpha	Remark
Employee Performance	0,836	0,70	Reliable
Employee Performance	0,836	0,70	Reliable
Work Environment	0,746	0,70	Reliable
Work Discipline	0,783	0,70	Reliable
Organizational Culture	0,719	0,70	Reliable
Career Development	0,809	0,70	Reliable

3.1.3 Normality Test

The normality test in this study was conducted to determine whether the data follows a normal distribution. To detect this, the One-Sample Kolmogorov-Smirnov (K-S) test was employed. The standardized residual values are considered normally distributed if the Asymptotic Significance (2-tailed) value exceeds the alpha level of 0.05. Conversely, if the Asymp. Sig. (2-tailed) is less than or equal to 0.05, the data is deemed to deviate from a normal distribution. Based on the normality test results provided in Appendix 9, the Asymp. Sig. (2-tailed) value for the standardized residual variables is 0.058, which is significantly higher than the alpha level of 0.05. Consequently, it can be concluded that the data utilized in this research is normally distributed, thereby fulfilling the underlying assumption for further parametric statistical analysis.

Table 12. Normality Test Using One-Sample Kolmogorov-Smirnov Test

N		132
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	1.22166344
Most Extreme Differences	Absolute	.076
	Positive	.058
	Negative	-.076
Test Statistic		.076
Asymp. Sig. (2-tailed)		.058 ^c

3.1.4 Multicollinearity Test

Table 13. Multicollinearity Test

Unstandardized Coefficients				Standardized Coefficients	T	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.520	1.457		1.729	.086		
	Work Environment	.206	.065	.176	3.195	.002	.658	1.519
	Work Discipline	.343	.078	.335	4.416	.000	.346	2.894
	Organizational Culture	.219	.082	.230	2.672	.009	.268	3.734
	Career Development	.226	.075	.250	2.999	.003	.287	3.487

3.1.5 Heteroscedasticity Test

Table 14. Heteroscedasticity Test

Unstandardized Coefficients				Standardized Coefficients	T	Sig.
Model	B	Std. Error		Beta		
1	(Constant)	.992	.829		1.196	.234
	Work Environment	-.020	.037	-.059	-.547	.585
	Work Discipline	.046	.044	.157	1.051	.295
	Organizational Culture	.024	.047	.086	.505	.614
	Career Development	-.033	.043	-.126	-.767	.445

3.1.6 Multiple linear regression analysis

Table 15. Multiple linear regression analysis

Variable	B	T _{count}	Sig.
(Constant)	2,520	1,729	0,086
Work Environment	0,206	3,195	0,002
Work Discipline	0,343	4,416	0,000
Organizational Culture	0,219	2,672	0,009
Career Development	0,226	2,999	0,003

Source: Primary data processed by the authors (2024)

Based on the unstandardized regression coefficients presented in Table 11, the regression equation is as follows: $Y = 2.520 + 0.206X_1 + 0.343X_2 + 0.219X_3 + 0.226X_4$. In this equation, Y represents Employee Performance, X1 is Work Environment, X2 is Work Discipline, X3 is Organizational Culture, and X4 is Career Development. Based on the standardized beta coefficients, Work Discipline ($\beta = 0.335$) is the most dominant variable, followed by Career Development ($\beta = 0.250$), Organizational Culture ($\beta = 0.230$), and Work Environment ($\beta = 0.176$). The standardized beta is used for this comparison as it controls for differences in measurement scales, providing a more accurate ranking of relative influence.

3.1.7 Coefficient of Determination (R^2)

Table 16. Coefficient of Determination (R^2)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,864	0,747	0,739	1,24075

3.1.8 Model Fit test (F test)

Table 17. Model Fit test (F test)

Model	Df	Fcount	Sig.
Regresion	4	93,898	0,000
Residual	127		
Total	131		

3.1.9 Hypothesis Test (T-test)

Table 18. Hypothesis Test (T-test)

Variable	t _{count}	Sig.
(Constant)	1,729	0,086
Work Environment	3,195	0,002
Work Discipline	4,416	0,000
Organizational Culture	2,672	0,009
Career Development	2,999	0,003

3.2 Discussion

Based on the multiple linear regression analysis results, the following discussion presents the acceptance or rejection of each research hypothesis.

3.2.1 The Influence of Work Environment on Employee Performance

Based on the results of this study, it is demonstrated that the work environment has a positive and significant influence on the performance of employees at the Banyumas City Resort Police. This is evidenced by the multiple linear regression analysis, which yielded a positive regression coefficient of 0.206 and a t_{count} value of 3.195, exceeding the t_{table} of 1.657 with a significance level of 0.002 ($p < 0.05$). This positive influence indicates a direct relationship where improvements in the work environment lead to higher employee performance. Evaluating physical and mental fatigue is a crucial step in enhancing productivity, and these findings align with previous research by Aswin (2022) and Rohman (2021). From the perspective of Social Exchange Theory (Blau, 1964), a conducive and supportive work environment represents a form of organizational investment in employee welfare. In the specific context of a police institution such as Polresta Banyumas, where administrative staff operate under hierarchical pressure and serve as the backbone of police operational support, a positive physical and psychological work environment creates a sense of organizational care. This perception triggers a reciprocal response from employees in the form of heightened commitment and improved performance output, consistent with the reciprocity principle underlying social exchange relationships.

3.2.2 The Influence of Work Discipline on Employee Performance

Based on the results of the analysis, Empirical testing confirms that operational adherence markedly boosts performance metrics among personnel at Polresta Banyumas, as substantiated by a positive regression slope of 0.343 ($t_{\text{count}} = 4.416 > t_{\text{table}} = 1.657$, $p < 0.05$). Strict compliance with attendance and institutional codes directly optimizes output, reinforcing the centrality of rule adherence within law enforcement settings which is greater than the t_{table} of 1.657 with a significance of 0.000 ($p < 0.05$). This positive direction implies that higher adherence to regulations, including punctuality regarding working hours and break times, leads to improved performance. This study is consistent with research by (Pandy, 2021), confirming that work discipline is a significant driver of performance. From a Social Exchange Theory perspective (Blau, 1964), work discipline reflects the employee's contribution to the reciprocal exchange relationship with the organization. In the context of Polresta Banyumas, a police institution governed by strict regulations and a hierarchical command structure, employees who internalize disciplinary norms demonstrate their

commitment to the organizational system. This compliance, in turn, strengthens institutional trust and motivates the organization to provide further support and career opportunities, reinforcing the social exchange cycle. The dominant role of work discipline ($\beta = 0.335$) further underscores its centrality in police organizations, where rule adherence is inseparable from public service quality and institutional credibility.

3.2.3 *The Influence of Organizational Culture on Employee Performance*

Based on the results obtained, organizational culture has a positive and significant impact on employee performance at the Banyumas City Resort Police. The regression analysis produced a positive coefficient of 0.219 with a t_{count} of 2.672, surpassing the t_{table} of 1.657 at a significance level of 0.009 ($p < 0.05$). When employees are actively involved in identifying innovative solutions and anticipating risks, it contributes directly to performance enhancement. These results support the study by Ardiansyah (2021), which posits that a strong organizational culture significantly boosts employee performance. Through the lens of Social Exchange Theory (Blau, 1964), organizational culture functions as a collective social mechanism that shapes shared values and strengthens the bond between employees and the institution. At Polresta Banyumas, where institutional identity and esprit de corps are central to police culture, a strong organizational culture cultivates a sense of belonging and professional pride. When employees perceive the institutional culture as fair, inclusive, and value-driven, they reciprocate with greater dedication, cohesion, and higher performance as part of the ongoing social exchange with the organization.

3.2.4 *The Influence of Career Development on Employee*

Based on the results of this research, Statistical evaluations demonstrate that systematic career advancement pathways significantly elevate workforce performance outputs at Polresta Banyumas ($\beta=0.226$, $t_{\text{count}}=2.999$, $p=0.003$). Transparent promotional trajectories and professional skill enhancement foster higher organizational support perceptions, prompting personnel to reciprocate with superior work dedication, which is higher than the t_{table} of 1.657 with a significance of 0.003 ($p < 0.05$). The positive influence shows that career development and performance move in the same direction. Focusing on goal achievement, team contribution, and skill application helps create a professional growth path that directly elevates performance levels, consistent with findings by Aswin (2022). From the perspective of Social Exchange Theory (Blau, 1964), career development represents a strategic organizational investment that heightens employees' perception of being valued and supported. In the institutional context of Polresta Banyumas, where promotion processes are traditionally lengthy and competitive, the provision of clear career pathways and development opportunities signals organizational commitment. This perception of Perceived Organizational Support (POS) motivates employees to reciprocate through enhanced performance, greater loyalty, and a stronger drive to meet institutional targets as part of the social exchange relationship.

4 Conclusion

Based on the results of the analysis and the subsequent discussion, it can be concluded that work environment, work discipline, organizational culture, and career development each exert a positive and significant influence on the performance of the personnel at the Banyumas City Resort Police. These findings suggest that enhancements in the quality of the work environment, higher levels of discipline, a robust organizational culture, and clear

career development pathways directly contribute to the optimization of employee performance. Among the four variables examined, work discipline was found to be the most dominant factor, reinforcing the notion that adherence to regulations and punctuality remain the primary pillars of productivity within the institution. For future research, it is recommended to expand the scope of study by incorporating additional variables beyond those investigated in this research to achieve a more comprehensive understanding of the factors affecting performance. Prospective studies could explore the influence of variables such as work motivation, leadership, job competence, vocational training, teamwork, work supervision, and employee engagement. By doing so, human resource development strategies within the police force can be formulated with greater depth and broader perspective.

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