The Effect of Work Stress and Organizational Culture on Police Performance at the North Kolaka Police Mediated by Family Support

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Abstract:

The purpose of this study is to examine the effect of work stress and organizational culture on police performance in north kolaka police mediated by family support. The location of this study is at the North Kolaka Police Resort, the population and respondents in this study are police personnel at the North Kolaka Police Resort, namely 228 married personnel, so considering that the population can be reached by researchers, the entire population will then be used as respondents in this study. Meanwhile, the research approach used is SmartPLS. The SmartPLS approach is a development of PLS (Partial Least Square) analysis. The results of this study found that there is a significant positive influence of work stress on family support, there is a significant positive influence of organizational culture on family support, there is a significant positive influence of family support on the performance of police personnel, there is a significant negative influence of work stress on the performance of police personnel, there is a significant positive influence of organizational culture on the performance of police personnel, the indirect influence of the mediating role of family support between work stress on the performance of police personnel that work stress has a positive and significant influence on the performance of police personnel, the indirect influence of the mediating role of family support between organizational culture on the performance of police personnel that organizational culture has a positive and significant influence on the performance of police personnel mediated by family support.

Keywords: *Work Stress, Organizational Culture, Police Performance, Family Support.*

Introduction

Human Resources (HR) are a crucial strategic asset within an organization. HR is not merely seen as a means of performing tasks, but as a key asset capable of creating added value through their knowledge, skills, and innovation. The Human Capital Theory, proposed by Becker (1964), emphasizes that people are an investment that can increase organizational productivity. In modern management practices, the Strategic Human Resource Management (SHRM) approach has integrated HR management into business strategy to create competitive advantage. Therefore, sustainable HR development is imperative, especially amidst the increasingly complex dynamics of globalization and competition. Institutions, including government institutions such as the police, are required to understand how to optimally manage HR to maintain and improve organizational performance.

The Indonesian National Police, as a law enforcement institution, has strategic duties and responsibilities in maintaining security, enforcing the law, and providing services to the public. In carrying out its functions, the Indonesian National Police is not free from serious challenges, especially in the modern era marked by the rise of transnational crime, cybercrime, and the threat of terrorism. This demands increased professionalism and institutional reform. Particularly in the jurisdiction of the Southeast Sulawesi Regional Police, including the North Kolaka Police, the workload of personnel is increasing along with the vast jurisdiction that must be monitored and protected. This work pressure can cause stress that impacts decreased performance, emotional disturbances, and even physical and mental exhaustion (Umar, 2014; Antonius, 2020; Robbins, 2017). Occupational stress occurs when work demands exceed an individual's ability to cope and can lead to fatigue, disappointment, and dysfunction in carrying out duties.

Furthermore, work stress is also closely related to the phenomenon of work-family conflict. In modern society, individuals are required to simultaneously fulfill dual roles in the realm of work and family. This imbalance between work and family demands is known as work-family conflict (Greenhaus & Beutell, 1985; Csikszentmihalyi, 2003). This conflict can be triggered by various factors such as work fatigue, role conflict, long working hours, and lack of support from the work environment and family (Kossek & Ozeki, 1998; Ford et al., 2007). If not managed properly, this conflict can lead to decreased productivity, low job satisfaction, and increased emotional stress in police personnel (Johnson et al., 2005; Baeriswyl et al., 2016; Frone et al., 1997b).

In such situations, family support plays a crucial role in balancing work pressure and employee psychological well-being. Emotional and instrumental

support from family can improve an individual's mental resilience, provide a sense of security, and encourage higher work morale (House, 1981; Setiadi, 2008). This support is also a form of social support that has been proven effective in reducing stress and increasing job satisfaction and performance (Tamher & Noorkasiani, 2009; Tiyani, 2019). The Work-Family Enrichment Theory (Greenhaus & Powell, 2006) states that positive experiences within the family can enrich an individual's performance in the workplace through the transfer of emotional and motivational resources.

In addition to work stress and family support, organizational culture is another important element in shaping the work behavior and performance of police personnel. Organizational culture reflects shared values, norms, and beliefs that guide behavior and decision-making in the workplace (Luthans, 2011; Schein, 2010). A strong organizational culture is believed to foster a positive work environment, enhancing discipline, professionalism, and loyalty among members (Chatterjee et al., 2018). Within police institutions, a strong organizational culture is essential to foster integrity and public accountability. Various studies have shown that a supportive organizational culture increases job satisfaction, reduces conflict, and directly contributes to improved employee performance (Artha Riana et al., 2017; Gencer et al., 2021; Al-Musadieq et al., 2018).

However, not all research results provide consistent findings. Some studies actually find that organizational culture has no significant influence, and even a negative impact, on employee performance (Ronaldo & Ferryal, 2022; Ekayanti, 2022; Saharuddin et al., 2022). These discrepancies in results indicate a research gap that requires further examination, particularly in the context of public sector organizations such as the police. Therefore, it is important to conduct research that more deeply examines the relationship between organizational culture and personnel performance, considering work stress and family support as mediating variables. This research will focus on the North Kolaka Police work unit as the object of study, in order to provide an empirical contribution to the development of human resource management within the police institution.

Literature Review

Work Stress

Stress is a response when someone experiences various demands, threats, or pressures that can change their behavior and state of mind. Stress can cause both physical and emotional (mental/psychological) changes. Irham

Fahmi (2016:214) defines stress as a condition that puts pressure on a person's body and soul beyond their capabilities. If left untreated, it will impact their health. Stress doesn't just arise out of nowhere; its causes are generally followed by events that affect a person's psyche, and these events occur beyond their capabilities, thus putting pressure on their psyche. Work stress is often experienced by every employee in their work and can lead to behavioral changes in those who experience it. This condition doesn't always have a negative impact on employees, and generally, the stress will disappear once the situation is resolved. According to King (in Asih, et al., 2018:2) "Work stress is a condition of tension that creates physical and psychological imbalance, which affects emotions, thought processes, and the condition of an employee. Stress at work (Job Stress) is a stressful experience related to work". Based on the above understanding, it can be concluded that work stress is a condition that occurs when employees are faced with opportunities and challenges that can provide tension and behavioral changes. Work stress can also result in emotional changes, affect physical and psychological imbalance, thought processes, and can have an impact on employee performance.

Organizational Culture

The concept of organizational culture is rooted in the work of Pettigrew (1979) as a system of personal and collectively accepted work meanings, operating for a particular group at a particular time period. Organizational culture is also referred to as collective programming, which distinguishes members of one organization from another organization which includes "shared beliefs, values, practices, and expectations held by members of the organization (Hofstede, 1989: Pratiwi et al., 2019; De Romario et al., 2019). Furthermore, culture was developed by cultural anthropologists who gave birth to the concept of organizational culture, so that it became popular in the literature of management and organizational behavior (Schein, 2010). Many opinions and definitions have been explained by experts and practitioners about the concept of organizational culture, but the most popular and frequently cited definition of culture by experts and researchers is Schein (2010: 3) who states organizational culture as an abstract or invisible social force, but the power created in social and organizational situations comes from a strong culture. Specifically, organizational culture represents the types of activities that naturally occur in organizations. Empirical evidence shows that organizational culture significantly influences consumer-oriented behavior, attitudes, markets, employee performance, organizational effectiveness and innovative climate (Gregory et al., 2009 and Palm et al., 2016). Therefore, organizational culture greatly influences employee behavior beyond formal control systems,

procedures, and authority that influence managerial decisions in an effort to achieve desired organizational results. Organizational culture can be defined as a combination of values emphasized by an organization (Cho et al., 2013).

Family Support

A family consists of a mother, a father, and their children, a fundamental kinship within society. The family is a small institution within society that serves as a place to create a peaceful, secure, and prosperous life in an atmosphere of love and affection among its members, based on a bond of life, established through marriage, or through breastfeeding or the emergence of parenting behaviors. According to Reiss (in Lestari, 2016:4), a family is a small group structured by kinship ties and primarily serves the socialization and nurturing of the next generation. Generally, a family can be defined as a small social group consisting of a father, mother, and children. Relationships within a family are based on blood ties, marriage, or adoption. Relationships within the family are also dominated by an atmosphere of affection and a sense of responsibility. The function of the family is to nurture, care for, and protect each other. Dolan (2006) stated that family is an invaluable resource, enabling everyone involved to thrive and thrive, supported by the values of reflective and structured practices. The presence of family in a person's life can empower them to navigate their lives, helping to ease the burden on their mind and maintain positive thinking and mental health. Thompson (2006) suggested that family support is essential when family members experience difficult times, providing voluntary and social assistance. Indra (2014) stated that family support plays a crucial role in a person's life. A family typically consists of a mother, father, and children, each with their own goals. Families play a role in uniting diverse goals into one, albeit in different ways in every family. Working parents, especially mothers with children, tend to need to manage their work and parental responsibilities to achieve work-life balance. The appropriate balance between work and family varies from person to person, depending on the regulations in their workplace. According to Friedman (2013), family support is the attitude and actions of family acceptance towards their members, in the form of informational support, appraisal support, instrumental support, and emotional support. Therefore, family support is a form of interpersonal relationship that includes attitudes, actions, and acceptance towards family members, so that family members feel that someone cares about them.

Police Performance

Performance is the work results achieved by an individual or group of individuals within an organization, in accordance with their authority and responsibility, in order to achieve organizational goals. Performance is the ability of personnel to achieve work results in the form of quality, quantity, and timeliness in completing their duties and responsibilities in accordance with the responsibilities entrusted to them. The performance assessment of Polri members aims to ensure objectivity in career development, development education, promotions, and the provision of performance allowances. Therefore, performance is the output of work implementation achieved by individual employees based on their authority and responsibility to achieve organizational goals. Mathis and Jackson (2011:89) define employee performance in terms of quantity, quality, timeliness, attendance at work, work efficiency, and the effectiveness of work completed. This view appears to be supported by Sempane et al. (2002), who state that employee performance is the overall perception and individual evaluation of the work environment. Similarly, Mastrangelo et al. (2014) emphasize that organizational effectiveness consists of the efficiency of each employee. Personnel performance is a fundamental factor for employees to acquire competencies that in turn significantly improve organizational function (Kehoe and Wright, 2013). Armstrong (2020:500) states that performance appraisal can be defined as a formal assessment and individual assessment by managers or leaders of employee work achievement within a certain time period. Thus, personnel performance is defined as the extent to which an individual can successfully complete work tasks under normal work conditions with the utilization of available resources, identified both including task or role performance and contextual performance.
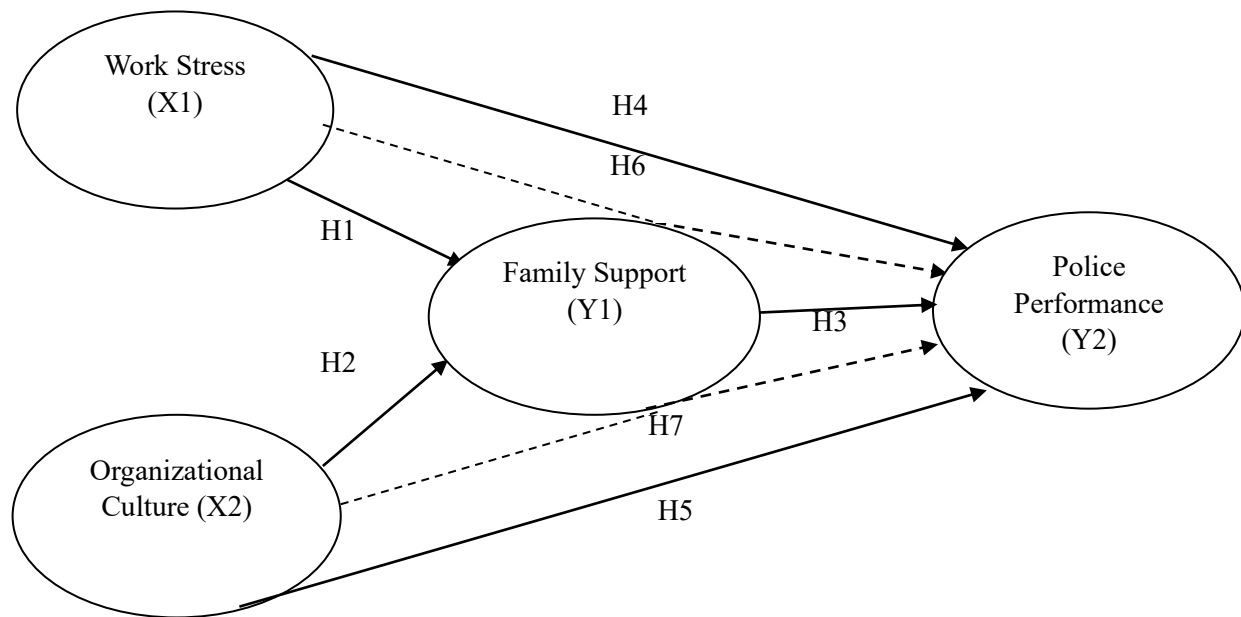
Figure 1 Conceptual Framework

Research Hypothesis

H1: Work stress has a significant positive or negative effect on family support for police personnel at the North Kolaka Police.

H2: Organizational culture has a significant positive or negative influence on the family support of police personnel at the North Kolaka Police.

H3: Family support has a significant positive or negative influence on the performance of North Kolaka Police personnel.

H4: Work stress has a significant negative effect on the performance of police personnel at the North Kolaka Police.

H5: Organizational culture has a significant positive and negative influence on the performance of police personnel at the North Kolaka Police.

H6: Family support plays a mediating role between work stress and the performance of North Kolaka Police personnel.

H7: Family support plays a mediating role between organizational culture and the performance of North Kolaka Police personnel.

Research Methods

The location of this research is at the North Kolaka Police, the population and respondents in this research are police personnel at the North Kolaka Police, namely 228 married personnel, so considering that the population can

be reached by the researcher, the entire population will then be used as respondents in this research. Meanwhile, the research approach used is SmartPLS. The SmartPLS approach is a development of PLS (Partial Least Square) analysis.

Research Result

Q-Square Value

The goodness of fit model is used to determine the extent to which endogenous variables can explain the diversity of exogenous variables, or in other words, to determine the extent of the exogenous variable's contribution to the endogenous variable. The goodness of fit model in PLS analysis is measured using Q-Square predictive relevance (Q2). The results of the goodness of fit model are summarized in Table 1 below:

Table 1 R Square

Information	R-square	R-square adjusted
Family Support (Y1)	0.440	0.435
Police Performance (Y2)	0.916	0.915

Source: Data processing results using Smart PLS 4.0, 2025.

Q2 = 1 – (1 - 0,440) * (1 - 0,916)
Q^2= **0,953 atau 95,30%**

The Q2 calculation results show that the Q2 value for the endogenous variable of family support is 0.440. This value indicates that the variables of work stress and organizational culture are considered quite good in predicting the variable of family support. Meanwhile, the Q2 value for the endogenous variable of police performance is 0.916 or 91.60%, indicating that the exogenous variables of work stress, organizational culture, and family support are considered quite good in predicting the endogenous variable of police performance.

Direct Effect Hypothesis Testing

Based on the results of the bootstrapping process, the direct effect coefficient value for this research model was obtained. A summary of the path analysis results in this study can be presented in the table below:

Table 2 Summary of Results of Direct Influence Path Analysis

Influence Between Variables	Path Coefficient	T - Hitung	P-Value	Information
Organizational Culture (X2) -> Family Support (Y1)	0.487	7.389	0.000	Significant
Organizational Culture (X2) -> Police Performance (Y2)	0.132	4.192	0.000	Significant
Family Support (Y1) -> Police Performance (Y2)	0.900	35.761	0.000	Significant
Job Stress (X1) -> Family Support (Y1)	0.239	3.794	0.000	Significant
Job Stress (X1) -> Police Performance (Y2)	-0.058	2.335	0.020	Significant Negative

Source: Processed primary data, 2025

Indirect Effect Hypothesis Testing

This study, in addition to analyzing the direct influence of exogenous variables on endogenous variables, also analyzes the indirect influence through the mediation role. Table 3 below will describe the indirect influence between research variables. To prove whether the indirect influence or mediation has a role or not, the results of the analysis can be seen in the output results of SmartPLS 4.1 in the following Indirect Effects table: The results of the mediation role path analysis can be presented in the following table:

Table 3 Results of Indirect Effect Analysis (Mediation)

Independent Variables	Dependent Variable	Intervening Variables	Path Coefficient	P-Value	Information
Job Stress (X1)	Police Performance (Y2)	Family Support (Y1)	3.742	0.000	Significant
Organizational Culture (X2)	Police Performance (Y2)	Family Support (Y1)	7.253	0.000	Significant

Source: Processed primary data, 2025

Discussion:

The Influence of Work Stress on Family Support

The results of the first hypothesis test indicate that work stress has a positive and significant effect on family support among police personnel at the North Kolaka Police Department. This indicates that the higher the level of work stress experienced, the greater the support provided by the family. This finding does not imply that work stress is inherently positive, but rather indicates an adaptive response by the family system to the pressures faced by its members. This aligns with Family Systems Theory, which states that families are interconnected systems that collectively adapt when one of their members experiences stress (Repetti & Wood, 1997; Thomas & Ganster, 1995). The family serves as a source of empathy, communication, and emotional support, which increases with increasing work stress. Theoretically, this finding also aligns with Work-Family Enrichment Theory (Greenhaus & Powell, 2006), which states that even when stress originates from work, positive interactions can occur if the family responds adaptively. In some cases, work stress actually makes individuals value family more and strengthens emotional bonds (Sari & Arifin, 2022). In an environment with open communication and strong emotional bonds, stress can trigger greater family solidarity and togetherness. This kind of support plays a crucial role in maintaining personnel's psychological balance, especially when facing high-level work challenges, such as those in police duties. Based on respondents' perceptions, the majority of police personnel at the North Kolaka Police Department feel that their work stress is within manageable limits. They view routine tasks and work schedules as part of their profession. However, external factors such as marital status and young age also contribute to increased stress potential. Young, inexperienced personnel tend to experience higher levels of stress when faced with unexpected situations in the field. Therefore, mental development, competency development, and emotional management are crucial to prepare personnel to face work pressures professionally. The Conservation of Resources Theory (Hobfoll, 1989) also supports these findings, emphasizing that family support helps individuals maintain and restore resources such as energy, time, and emotional stability. Research by Kim & Wang (2021) and Allen et al. (2019) shows that emotional support from family can reduce work stress, increase focus, and strengthen commitment to the organization. Family-based interventions have also proven effective in improving performance and job satisfaction. Rahman et al. (2020) found that employees who feel supported by their families have higher productivity, while Shin et al. (2022) confirmed that family support can moderate the negative impact of work stress on individual

performance. Thus, family support plays a strategic role in maintaining the work performance of police personnel facing high pressure. This support not only mitigates the negative impact of stress but also strengthens motivation, increases job satisfaction, and helps personnel carry out their duties effectively and maintain emotional stability. Therefore, attention to personnel's family dynamics is a crucial aspect to consider in the human resource management of police institutions.

The Influence of Organizational Culture on Family Support

The results of the second hypothesis test indicate that organizational culture has a positive and significant effect on family support among police personnel in the North Kolaka Police Department. This suggests that the stronger and more positive the organizational culture, the greater the support personnel receive from their families. A healthy organizational culture encompasses values such as discipline, loyalty, teamwork, and family-friendly policies, promoting personnel's psychological well-being and strengthening the relationship between work and personal life (Martinez et al., 2019; Nugroho & Lestari, 2021). According to Spillover Theory, a positive work environment can spill over into the family environment, creating emotional effects that support home life. Meanwhile, Work-Family Enrichment Theory (Greenhaus & Powell, 2006) states that a supportive work culture enriches family life by increasing positive emotions and a strong sense of belonging to professional roles. This contributes to increased family involvement and support for personnel's work. Social Exchange Theory also supports this finding, stating that when personnel feel valued by their institution, they tend to be more open and harmonious in their domestic relationships (Astuti & Wibowo, 2020). Empirical data shows that team orientation, as an indicator of organizational culture, received the highest rating from respondents. This indicates that cooperation and cohesiveness among team members at the North Kolaka Police Department are well-established and support a harmonious work environment. This collaborative work culture not only impacts productivity but also impacts how families view and support their police officers (Wayne et al., 2017). Numerous studies support this relationship. For example, a study by Duxbury & Higgins (2012) showed that a rigid organizational culture can increase work-family conflict, while a flexible culture reduces it and improves employee well-being. Similarly, Allen et al. (2019) and Kim & Wang (2021) found that flexible work policies and organizational well-being programs increase employee perceptions of family support and increase work engagement. Thus, a supportive organizational culture not only creates a healthy work environment but also has an indirect but significant influence on emotional and instrumental

support from family. This is crucial in the context of institutions like the police, which face high work pressure, as family support is a key buffer for personnel's emotional balance and performance.

The Influence of Family Support on Police Personnel Performance

Testing the third hypothesis showed that family support had a positive and significant effect on the performance of police personnel at the North Kolaka Police. This family support encompasses emotional, esteem, informational, and instrumental support provided by family members. This study found that police personnel perceived high levels of family support, such as attention, advice, assistance with household chores, and morale boosting work enthusiasm. This support provides a sense of appreciation and care, which helps personnel manage work stress and maintain motivation in carrying out their duties (Utami, 2015; Friedman, 2013). Family support also plays a role in creating harmony between work, home, and community roles. Police personnel who are able to balance their roles tend to have greater emotional stability, which positively impacts performance. Research by Dewi (2019) shows that family support significantly influences employee performance because family is a primary source of motivation. Support from those closest to them, such as spouses and children, helps individuals stay focused, increase self-confidence, and reduce stress and anxiety. Furthermore, Kim and Wang (2021) used the Social Exchange Theory approach to explain that individuals who receive emotional and instrumental support from their families feel compelled to reciprocate by improving their performance. Family support helps maintain work-life balance, increasing job satisfaction and engagement in professional roles. The study also highlighted that employees who feel supported tend to be more focused and productive in completing their tasks. Similarly, Hasanah (2019) and Harjoyo (2019) also found that family support has a positive and significant impact on employee performance. When the family environment is supportive, personnel experience inner peace and a sense of security, allowing them to devote more time and energy to their work. In the stressful and high-risk context of policing, the role of family support is vital for maintaining psychological balance and maintaining optimal performance.

The Effect of Work Stress on Police Performance

Testing the fourth hypothesis showed that work stress had a negative and significant effect on the performance of police personnel at the North Kolaka Police Department. The higher the level of work stress experienced, the lower the performance demonstrated by personnel. The stressful working conditions in the police environment, the high burden of responsibility, and the

demand for constant alertness make work stress a real challenge and impact the physical, psychological, and behavioral aspects of police officers (Purwanti et al., 2020; Hayati et al., 2020). When workload, role imbalance, and organizational pressures are not balanced with an adequate support system, this results in decreased motivation, emotional exhaustion, and ultimately decreased performance effectiveness (Tanjung & Putri, 2021; Mendila, 2021). Unmanaged work stress can also impair police officers' cognitive function, concentration, and decision-making abilities in the field. This decreased performance is not only detrimental to the individual but can also undermine overall organizational goals. Previous research has shown that work stress consistently reduces employee productivity in various sectors, including the police force (Kristanti, 2017; Lukito & Alriani, 2018). In this context, Transactional Stress Theory (Lazarus & Folkman, 1984) explains that stress arises when individuals perceive that job demands exceed their personal resources. Similarly, the Effort-Reward Imbalance Model (Siegrist, 1996) states that stress occurs when there is an imbalance between significant work effort and unequal rewards, which can lead to burnout and decreased performance. Other research also shows that work stress increases emotional exhaustion and interpersonal conflict, ultimately worsening work quality (Yulita & Sukirno, 2021; Aslam et al., 2021). Meanwhile, protective factors such as social support from family, coworkers, and superiors, as well as incentives and stress management training, have been shown to mitigate these negative impacts (Nguyen & Teo, 2022; Iqbal et al., 2022). Therefore, it is important for organizations such as the North Kolaka Police to implement policies that support the well-being of members, including workload management, mental health training, and fair rewards, to maintain and improve personnel performance amidst high work pressure.

The Influence of Organizational Culture on Police Personnel Performance

The fifth hypothesis test showed that organizational culture had a positive and significant effect on the performance of police personnel at the North Kolaka Police Department. However, empirically, this effect was not significant for the innovation aspect of team performance. An overly bureaucratic organizational culture, emphasizing structure and punishment, and lacking tangible support for innovation such as resource allocation or incentives, can hinder personnel risk-taking and creativity (Schein, 2010; Ajzen, 1991). The results of this study indicate that although the organizational culture at the North Kolaka Police Department has been perceived as good, especially in terms of communication and empathy, strengthening indicators such as leadership and integrity is still needed to encourage more innovative

performance. The organizational culture theory according to Luthans (2011) and Schein (2010) emphasizes that shared values, norms, and beliefs can form the basis for shaping behavior and work performance. Meanwhile, Kreitner & Kinicki (2014) and Robbins & Judge (2018) explain that a strong organizational culture encourages behavioral consistency, commitment, and job satisfaction. Studies by Chatterjee et al. (2018) and Gregory et al. (2009) also emphasized that organizational culture is one of the main antecedents of innovative behavior and performance. In this study, an organizational culture that emphasizes results orientation and collaboration is still unable to facilitate increased innovation in team performance. Previous research has shown varying results. Several studies, such as those by Kurniawan et al. (2021) and Putra et al. (2020), stated that an adaptive and supportive organizational culture boosts personnel performance in high-risk occupational contexts such as the police force. Argyris & Schön (1978) through Organizational Learning Theory and Cameron & Quinn (1999) with the Competing Values Framework, emphasize the importance of a flexible, collaborative, and open culture to encourage innovation. Empirical support also comes from studies by Alghamdi (2021), Wu et al. (2021), and Altınöz et al. (2021), which found that an organizational culture that supports learning and creativity has a positive impact on increasing innovation and team performance in the public sector. However, these results align with research by Dessler (2019), which states that a new organizational culture will effectively improve performance if it supports employee self-actualization. Consistency is also found in studies by Ronaldo and Ferryal (2022) and Dian and Lenny (2021), which state that the influence of organizational culture on performance can be insignificant if not supported by concrete implementation. On the other hand, there are also contradictions in many previous studies, such as those by Navik Puryantini et al. (2018), Shahriari & Allameh (2020), and Zeb et al. (2021), which found a significant influence of organizational culture on performance. Therefore, although organizational culture has significant potential to influence performance, its effectiveness depends largely on the extent to which these values are truly internalized and implemented in daily organizational activities.

The Influence of Work Stress on Police Personnel Performance Mediated by Family Support

Testing the sixth hypothesis shows that family support significantly mediates the relationship between work stress and the performance of North Kolaka Police personnel, thus accepting this hypothesis. Although work stress directly negatively impacts performance where the higher the perceived stress level, the lower the personnel's performance this negative effect can be

mitigated if personnel receive strong family support. This finding supports the transactional stress theory by Lazarus and Folkman (1984), which explains that work stress can interfere with an individual's ability to cope with the pressures of the work environment, especially in high-demand institutions such as the police (Yunita, 2019; Putri & Darmawan, 2020). In such conditions, family support acts as a "buffer" or damper against the negative impacts of stress, as stated in the Buffering Hypothesis by Cobb (1976) and House (1981). Family support includes emotional, practical, and moral support, such as understanding from a partner, open communication, and a home environment conducive to psychological recovery. Hernawati & Andriani (2018) emphasized the important role of family in maintaining the emotional stability of police personnel. The Work-Family Enrichment Theory by Greenhaus & Powell (2006) and the perspective of Robbins & Judge (2017) also suggest that family support can enhance performance by providing emotional stability and strengthening motivation. This is reinforced by the findings of Voydanoff (2004) and Kim & Wang (2021), who found that family support reduces work-life conflict and acts as a significant mediator in mitigating the impact of stress on individual performance. Other studies by Rahman et al. (2020) and Shin et al. (2022) also show that family support has a positive impact on productivity, job satisfaction, and motivation, and can moderate the negative influence of work stress on performance. Therefore, family support is not only an external resource but also an important internal asset that can improve personnel performance even in stressful work environments. These findings have important implications for police institutions in designing psychosocial well-being-based policies, such as family assistance programs, counseling, and family-friendly work policies, to maintain optimal performance under high-stress conditions.

The Influence of Organizational Culture on Police Performance Mediated by Family Support

The seventh hypothesis test shows that organizational culture has a positive and significant effect on the performance of North Kolaka Police personnel through the mediation of family support, thus accepting this hypothesis. A strong and positive organizational culture reflecting values such as discipline, loyalty, teamwork, and public service orientation can directly and indirectly drive improved personnel performance. However, this influence is more optimal when supported by the role of family, which provides emotional stability and psychological support in dealing with the pressures of police duties. This finding aligns with Bandura's (1997) Social Cognitive Theory and Schein's (2010) Organizational Culture Theory, which explain that the

organizational environment shapes self-perception and work motivation, as well as values and work habits that influence member behavior. These results are also supported by Robbins & Judge (2015), who stated that a strong organizational culture motivates individuals to work according to organizational standards. Previous research by Susanto (2017) and Wijaya & Haryanto (2020) demonstrated the positive influence of organizational culture on performance in the government and law enforcement sectors. The mediating role of family support in this relationship suggests that a positive work culture will be more effective if personnel receive emotional support from their families. This support acts as a bridge between the work ethic instilled by the organization and its actual implementation in the field, as explained in Blau's (1964) Social Exchange Theory and House's (1981) Social Support Theory, which state that a mutually supportive relationship between the organization and the family enhances an individual's contribution to their work. Research by Fadillah (2020) and Marlina & Prasetyo (2022) confirms that personnel with supportive families are better able to maintain work-life balance and demonstrate better performance. This is also in line with the findings of Nguyen & Nguyen (2022) and Saha & Kumar (2022), who found that an organizational culture that is open to learning, participatory, and supportive of individual development has a significant impact on innovation and performance, especially when mediated by family commitment and support. Therefore, improving personnel performance within the North Kolaka Police can be achieved through synergy between establishing a conducive organizational culture and strengthening the role of families in supporting personnel. An inclusive human resource management strategy that addresses the psychosocial aspects of the family is key to creating optimal long-term performance in police institutions.

Conclusion:

Based on the results of the analysis and discussion conducted in order to answer the formulation of the problem or research questions, it is concluded as follows: There is a significant positive influence of work stress on family support of police personnel of North Kolaka Police is accepted. This result indicates that the higher the work stress will be able to increase the family support of police personnel of North Kolaka Police. There is a significant positive influence of organizational culture on family support of police personnel of North Kolaka Police is accepted. The better the organizational culture will be able to increase family support. There is a significant positive influence of family support on the performance of police personnel of North Kolaka Police is accepted. The better the family support will improve the

performance of police personnel. There is a significant negative influence of work stress on the performance of police personnel of North Kolaka Police is accepted. The higher the work stress the lower the performance of police personnel. There is a significant positive influence of organizational culture on the performance of police personnel of North Kolaka Police is accepted. The better the implementation of organizational culture will be able to improve police performance. The indirect effect of the mediating role of family support between work stress on the performance of police personnel of North Kolaka Police is that work stress has a positive and significant influence on the performance of police personnel of North Kolaka Police mediated by family support. Based on these results, it can be said that the higher the work stress has an impact on improving the performance of police personnel of North Kolaka Police through family support. The indirect effect of the mediating role of family support between organizational culture and the performance of police personnel at the North Kolaka Police is that organizational culture has a positive and significant influence on the performance of police personnel at the North Kolaka Police mediated by family support. Based on these results, it can be said that improving organizational culture has an impact on improving the performance of police personnel at the North Kolaka Police through family support.

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