

**THE EFFECT OF ORGANIZATIONAL CULTURE AND COMPETENCE ON  
THE PERFORMANCE OF NEW POLICE OFFICERS, WITH WORK  
MOTIVATION AS AN INTERVENING VARIABLE, AT THE DITSAMAPTA  
UNIT OF THE YOGYAKARTA SPECIAL REGION POLICE**

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**ABSTRACT**

*This study aims to analyze the influence of organizational culture and competence on the performance of new non-commissioned officers, with work motivation as an intervening variable, at the Ditsamapta Unit of the Yogyakarta Regional Police. This study employs an explanatory quantitative approach using probability sampling via simple random sampling, with new non-commissioned officers serving as the study's respondents. Data were collected through questionnaire distribution and analyzed using Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) with the assistance of the SmartPLS 4 software.*

*The results indicate that competence has a positive and significant effect on performance, whereas organizational culture does not have a direct significant effect on performance. Furthermore, organizational culture and competence have a positive and significant effect on work motivation, and work motivation has a positive and significant effect on performance. Work motivation was found to mediate the effects of organizational culture and competence on personnel performance.*

*These findings indicate that improvements in the performance of new non-commissioned officers are more influenced by competence and work motivation, while organizational culture plays an indirect role through work motivation. Therefore, the agency needs to focus its efforts on improving competence and strengthening work motivation to achieve optimal performance.*

**Keywords:** *organizational culture, competencies, work motivation, performance, SEM-PLS*