



Gender Policy, Work Environment, and Social Support on Job Satisfaction: Evidence from Densus 88 Polri

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Abstract

Purpose: This study examines the influence of gender policy and work environment on job satisfaction, with social support as a mediating variable in the context of Densus 88 POLRI, Indonesia's counter-terrorism unit.

Methodology: A quantitative correlational design was used with 150 personnel selected through purposive sampling. Data were collected using a validated Likert-scale questionnaire measuring gender policy, work environment, social support, and job satisfaction. Data were analyzed using PLS-SEM with SmartPLS 4.0.

Results: The model showed good validity and reliability, with the structural model explaining 67% of job satisfaction variance. Gender policy ($\beta = 0.34$, $p < 0.001$) and work environment ($\beta = 0.39$, $p < 0.001$) had significant positive effects, while social support had the strongest influence ($\beta = 0.42$, $p < 0.001$). Social support also partially mediated both relationships.

Conclusions: Gender policy, work environment, and social support significantly enhance job satisfaction, with social support playing the most dominant role.

Limitations: Findings are limited by the single-unit sample and cross-sectional design, which restrict generalizability and causal inference.

Contributions: This study contributes to organizational behavior literature in high-risk policing environments and offers insights for improving HR policies in elite law enforcement institutions.

Keywords: Gender Policy, Job Satisfaction, PLS-SEM, Social Support, Work Environment

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1. Introduction

In contemporary organizational management, maintaining employee job satisfaction has become one of the most critical challenges facing institutions that operate in high-pressure and high-risk environments. Job satisfaction is widely recognized as a strategic organizational outcome because it influences employee motivation, organizational commitment, psychological well-being, productivity, retention, and overall institutional performance ([Haryanto, Wibisono, & Catrayasa, 2025](#)). Organizations that fail to maintain adequate levels of employee satisfaction often experience increased absenteeism, burnout, turnover intentions, interpersonal conflict, and declining work quality. These consequences become particularly problematic in public sector institutions, where employee performance directly affects organizational credibility, public trust, and service effectiveness. Consequently, understanding the factors that shape job satisfaction has become an important priority

for both researchers and practitioners seeking to strengthen organizational effectiveness and employee well-being ([Sismiati, Susanto, Gunawan, & Fahriza, 2025](#)).

The importance of job satisfaction becomes even more pronounced within law enforcement organizations. Police personnel routinely operate in environments characterized by uncertainty, operational complexity, public scrutiny, and significant psychological demands. Unlike many civilian occupations, police officers are frequently exposed to situations involving violence, security threats, emergency response, and high levels of responsibility ([Haripin, Anindya, & Priamarizki, 2020](#) [Hadiningrat, & Wibowo, 2022](#)). Such conditions require not only technical competence but also strong psychological resilience, sustained motivation, and long-term organizational commitment. In this context, job satisfaction is not merely an indicator of employee well-being; it is a critical determinant of operational readiness and professional performance ([Kundori, Fauziningrum, & Sukrisno, 2025](#)).

Within the Indonesian National Police (*Kepolisian Negara Republik Indonesia*/POLRI), the Directorate of Investigation of Densus 88 Anti-Terrorism (Densus AT) represents one of the most demanding and strategically important operational units. Densus 88 personnel are entrusted with responsibilities related to counter-terrorism investigation, intelligence gathering, threat assessment, and national security protection ([Suadnyana, Wiratny, & Suryana, 2025](#)). These duties often involve prolonged operational deployments, exposure to dangerous situations, strict confidentiality requirements, and intensive performance expectations. Personnel must consistently operate under conditions that require rapid decision-making, high levels of discipline, and sustained vigilance ([Papatungan, 2019](#) [Titahelu, 2021](#)). While these characteristics are essential for achieving organizational objectives, they also create significant pressures that may affect employee attitudes toward their work and organization ([Satria, Susanti, & Rahman, 2024](#)).

The unique nature of Densus 88 AT POLRI creates an organizational environment in which maintaining job satisfaction becomes both challenging and essential. Personnel are expected to perform effectively despite operational risks, demanding workloads, and complex organizational responsibilities ([Gains & Lowndes, 2022](#)). In such circumstances, organizational factors become increasingly important because they shape how employees interpret their experiences, evaluate their workplace, and maintain motivation over time ([DongHyun & Hyunjin, 2024](#)). Employees who perceive that the organization supports their professional development, values their contributions, and provides fair treatment are more likely to remain satisfied and committed despite occupational challenges. Conversely, perceptions of inequality, inadequate support, or unfavorable working conditions may undermine morale and reduce overall job satisfaction ([Yang & Jeong, 2020](#)).

Among the various organizational factors that influence job satisfaction, gender policy has emerged as an increasingly important issue within modern public institutions. The growing emphasis on gender equality reflects recognition that organizations perform more effectively when all personnel have equal opportunities for participation, advancement, and professional recognition ([Pascall & Lewis, 2004](#)). Gender policy encompasses institutional mechanisms designed to ensure fairness in recruitment, promotion, compensation, leadership development, and task assignment regardless of gender. In traditionally male-dominated organizations such as law enforcement agencies, the implementation of inclusive gender policies carries particular significance because historical organizational structures may unintentionally reinforce barriers that affect career development and workplace experiences ([Syukri, 2023](#)).

The presence of effective gender policies contributes to employee perceptions of fairness, organizational justice, and institutional legitimacy. When personnel believe that opportunities and rewards are distributed based on merit rather than gender-based considerations, they are more likely to develop trust in organizational systems and confidence in leadership decisions. Furthermore, gender-inclusive policies foster an organizational climate characterized by respect, equal treatment, and mutual support. Such conditions not only benefit female personnel but also contribute to positive

organizational attitudes among all employees. As a result, gender policy is increasingly viewed as an important determinant of employee satisfaction and organizational commitment within contemporary institutions ([Udodiugwu, Nwosu, Obiakor, & Nwumeh, 2024](#)).

In addition to gender policy, the work environment represents another critical factor influencing employee job satisfaction. The work environment includes both physical and psychosocial dimensions that shape employees' daily experiences. Physical aspects include workplace safety, equipment adequacy, ergonomic conditions, lighting, temperature, and other environmental characteristics that affect comfort and performance. Psychosocial aspects involve communication quality, leadership support, teamwork, interpersonal relationships, role clarity, and organizational culture. Together, these dimensions influence how employees perceive their workplace and evaluate the quality of their professional experience ([Nugroho, Said, & Said, 2025](#)).

The significance of the work environment is particularly evident within specialized law enforcement units such as Densus 88 AT POLRI. Personnel frequently operate in situations requiring high levels of coordination, trust, discipline, and situational awareness. Consequently, supportive working conditions become essential for maintaining operational effectiveness and employee well-being. A positive work environment encourages collaboration, strengthens professional confidence, reduces occupational stress, and promotes organizational commitment. Conversely, inadequate working conditions, poor communication, unclear role expectations, or unsupportive leadership may contribute to dissatisfaction and reduced performance. Given the demanding nature of counter-terrorism operations, understanding the influence of the work environment on job satisfaction is especially relevant for Densus 88 AT POLRI personnel ([Suadnyana et al., 2025](#)).

Another factor that has received increasing attention in organizational research is social support. Social support refers to the emotional, informational, and instrumental assistance individuals receive from people within their social environment, including supervisors, coworkers, subordinates, family members, and professional networks ([Felya, Mursalin, & Heryati, 2024](#)). In high-pressure occupations, social support serves as a valuable resource that helps employees manage stress, overcome challenges, and maintain psychological well-being. Supportive relationships provide encouragement, guidance, practical assistance, and a sense of belonging, all of which contribute to positive workplace experiences.

The role of social support becomes particularly important in environments characterized by operational risk and psychological pressure. Densus 88 AT POLRI personnel often face situations involving uncertainty, security threats, and demanding performance expectations that may generate significant emotional and psychological strain. Under such conditions, strong support networks can help employees maintain resilience, confidence, and motivation. Social support may therefore function not only as a direct predictor of job satisfaction but also as a mechanism through which organizational conditions influence employee well-being. Employees who work within inclusive organizations and supportive environments are more likely to develop positive interpersonal relationships that strengthen perceptions of support and ultimately enhance job satisfaction ([Hadiningrat & Wibowo, 2022](#)).

From a theoretical perspective, the Conservation of Resources (COR) Theory provides a useful framework for understanding the relationship among gender policy, work environment, social support, and job satisfaction. The theory suggests that individuals seek to acquire, preserve, and protect valuable resources necessary for achieving personal and professional goals. Organizational resources such as equitable policies and supportive work environments create conditions that facilitate the development of social support networks. These networks, in turn, help employees cope with occupational demands and maintain positive psychological outcomes, including job satisfaction. Consequently, social support may serve as an important mediating mechanism through which organizational factors affect employee attitudes and well-being ([Papatungan, 2019](#)).

Although previous studies have demonstrated significant relationships between gender policy, work environment, social support, and job satisfaction, existing research remains fragmented. Many studies have examined gender policy and job satisfaction, while others have focused on work environment and employee attitudes or social support and psychological well-being. However, relatively few studies have integrated these variables within a single conceptual framework. More importantly, empirical investigations involving elite counter-terrorism units remain extremely limited. The organizational context of Densus 88 AT POLRI differs substantially from conventional public organizations because of its specialized operational responsibilities, hierarchical command structures, and exposure to high-risk situations. As a result, findings derived from other organizational settings may not fully explain the factors influencing job satisfaction among Densus 88 personnel ([SyafriZal, Wibisono, & Nurhatisyah, 2024](#)[Paputungan, 2019](#)).

This gap in the literature highlights the need for a comprehensive examination of how organizational and interpersonal factors jointly influence employee satisfaction within specialized law enforcement institutions. Understanding these relationships is important not only from a theoretical perspective but also from a practical human resource management perspective. By identifying the mechanisms through which gender policy and work environment affect job satisfaction, organizational leaders can develop more effective strategies for improving employee welfare, strengthening organizational commitment, and enhancing operational effectiveness.

Therefore, this study investigates the relationships among gender policy, work environment, social support, and job satisfaction within the Directorate of Investigation of Densus 88 AT POLRI. Specifically, the study seeks to answer three research questions: (1) How does gender policy influence job satisfaction through social support? (2) How does the work environment influence job satisfaction through social support? and (3) Does social support directly affect job satisfaction among Densus 88 personnel? By examining these relationships within an integrated structural model, this study aims to contribute to the development of organizational behavior literature in high-pressure institutions while providing evidence-based recommendations for human resource management practices within specialized law enforcement organizations.

2. Literature Review and Hypothesis/es Development

2.1 Theoretical Framework

This study is anchored in three complementary theoretical perspectives. First, ([Herzberg et al., 1959](#)). Two-Factor Theory distinguishes between hygiene factors (extrinsic conditions including salary, working conditions, supervisory quality, and organizational policies) that prevent dissatisfaction when adequate, and motivator factors (intrinsic drivers including achievement, recognition, responsibility, and advancement) that generate genuine satisfaction. In the Densus 88 AT POLRI context, gender policy and work environment primarily correspond to the hygiene dimension—when equitable and supportive, they prevent dissatisfaction and create enabling conditions for satisfaction. Social support, encompassing peer recognition, supervisory mentoring, and companionship, activates motivator-dimension mechanisms by fulfilling belonging, recognition, and relatedness needs that are particularly salient in high-risk team environments. Second, Conservation of Resources (COR) Theory posits that individuals strive to acquire, protect, and maintain personal resources—including social relationships and organizational support. When resources are threatened or depleted by occupational stressors (hostile climate, policy inequity), social support functions as a protective resource that buffers stress and sustains satisfaction. Third, the Job Characteristics Model proposes that task significance, autonomy, feedback, skill variety, and task identity are the primary intrinsic work environment dimensions shaping employee motivation and satisfaction. In elite tactical units, task significance is typically very high, while autonomy and feedback may be constrained by hierarchical command structures—creating specific satisfaction vulnerabilities that managerial support and inclusive policies can partially address.

2.2 Gender Policy

Gender policy refers to the institutional mechanisms through which organizations ensure equality between personnel of all genders in recruitment, career advancement, compensation, task assignment, and leadership development ([Pehlivanoğlu et al., 2022](#)). In traditionally patriarchal institutions such as Indonesian law enforcement, gender-inclusive policies are not merely procedural compliance mechanisms but active interventions against cultural and structural biases that diminish female officers' professional standing, psychological safety, and organizational commitment ([Wardhani & Hartono, 2020](#)). The literature consistently demonstrates that where gender policies are perceived as authentic, consistently enforced, and operationalized in promotion and assignment practices, job satisfaction improves not only among female personnel but across the broader organizational population—as inclusive meritocracy signals institutional fairness and mutual respect that benefit all members ([Pehlivanoğlu et al., 2022](#)).

From the perspective of organizational justice theory, employees evaluate workplace fairness based on the transparency and consistency of organizational policies. Gender-responsive policies strengthen perceptions of distributive, procedural, and interactional justice by ensuring equal access to opportunities, rewards, and professional recognition regardless of gender. When employees perceive that organizational decisions are free from discrimination and bias, they are more likely to develop positive attitudes toward their work and organization, which subsequently enhances job satisfaction and commitment ([Sukamdani, Sukwika, Panjaitan, Sukamdani, & Sulistyadi, 2023](#)).

Furthermore, gender policy serves as an important indicator of organizational support. According to organizational support theory, employees interpret equitable policies as evidence that the organization values their contributions and cares about their well-being. Such perceptions foster trust in management, reduce workplace stress, and create a more inclusive work environment where personnel feel respected and empowered to perform effectively. In high-pressure institutions such as Densus 88 and other law enforcement agencies, the presence of gender-sensitive policies may be particularly important in mitigating role-related pressures and ensuring that both male and female officers experience equal professional development opportunities ([Liputo, Ntobuo, & Rahman, 2025](#)).

Empirical studies have also shown that effective gender policies contribute to higher levels of employee motivation, organizational commitment, and retention. Employees working in organizations that actively promote gender equality tend to report greater satisfaction with career prospects, supervisory support, and workplace relationships, all of which are recognized antecedents of job satisfaction. Consequently, gender policy is expected to function not only as a regulatory framework but also as a strategic organizational resource capable of enhancing employee well-being and strengthening overall organizational effectiveness.

H₁: Gender policy has a significant positive direct effect on job satisfaction at Densus 88 AT POLRI.

2.3 Work Environment

The work environment encompasses the physical workspace (lighting, noise, temperature, ergonomics, safety equipment), the psychological climate (communication quality, managerial fairness, interpersonal trust), and the structural organization of tasks and responsibilities. In law enforcement institutions—and especially in elite tactical units—both dimensions are operationally salient: physical conditions affect officer alertness, safety, and physical performance capacity; psychological conditions shape emotional resilience, team cohesion, and professional confidence ([Udodiugwu, Nwosu, Obiakor, & Nwumeh, 2024](#); [Konjala, & Wulansari, 2025](#)). [Satria, Susanti, and Rahman \(2024\)](#) specifically identify task autonomy and supervisory feedback as critical work environment dimensions that when absent in hierarchical command structures generate feelings of underappreciation and professional constraint. ([Beridiansyah, Adam, & Yunus, 2023](#)) confirm in the Indonesian policing context that team cohesion and task clarity are particularly

strong predictors of satisfaction in high-mobility tactical units, a finding directly applicable to Densus 88.

The physical work environment is equally important in shaping employee well-being and performance. Adequate facilities, safety equipment, ergonomic workspaces, and appropriate technological support enable personnel to perform their duties efficiently while minimizing physical fatigue and occupational hazards ([Eladira, Lubis, & Sakti, 2024](#)). For law enforcement officers who frequently operate in high-risk situations, perceptions of workplace safety and organizational preparedness contribute significantly to feelings of security and professional confidence. When officers believe that the organization provides sufficient resources and safeguards, they are more likely to focus on task accomplishment rather than potential environmental risks ([Syafrizal, Wibisono, & Nurhatisyah, 2024](#)).

Beyond physical conditions, the psychosocial work environment plays a central role in determining employee satisfaction. Positive interpersonal relationships, effective communication, supportive leadership, and mutual trust among colleagues foster a sense of belonging and emotional security within the organization. Social exchange theory suggests that when employees experience respect, support, and fairness from supervisors and coworkers, they reciprocate through greater commitment, cooperation, and positive work attitudes. In contrast, poor communication, interpersonal conflict, and perceptions of unfair treatment may undermine morale and contribute to dissatisfaction ([Hairul, Wibisono, & Catrayasa, 2024](#)).

H₂: Work environment has a significant positive direct effect on job satisfaction at Densus 88 AT POLRI.

2.4 Job Satisfaction

Job satisfaction is one of the most extensively studied constructs in organizational behavior and human resource management because it reflects employees' overall evaluation of their work experiences and significantly influences organizational effectiveness. Job satisfaction refers to a positive emotional state resulting from an individual's appraisal of their job and job-related experiences ([Maskur et al., 2025](#)). It represents the degree to which employees feel content with various aspects of their work, including compensation, promotion opportunities, supervision, coworker relationships, working conditions, and the nature of the work itself. Employees who experience high levels of job satisfaction tend to demonstrate stronger organizational commitment, higher productivity, lower absenteeism, and reduced turnover intentions ([Felya, Mursalin, & Heryati, 2024](#)).

The theoretical foundation of job satisfaction can be traced to Herzberg's Two-Factor Theory, which distinguishes between hygiene factors and motivator factors ([Herzberg, Mausner, & Snyderman, 1959](#)). Hygiene factors, such as salary, organizational policies, job security, and working conditions, prevent dissatisfaction but do not necessarily create satisfaction. In contrast, motivator factors, including achievement, recognition, responsibility, advancement, and personal growth, contribute directly to positive feelings toward work. This perspective suggests that organizations seeking to improve job satisfaction must address both employees' basic employment needs and their aspirations for professional development and accomplishment ([Sismiati, Susanto, Gunawan, & Fahriza, 2025](#)).

Job satisfaction emerges when employees perceive their work as meaningful, experience responsibility for outcomes, and receive clear feedback regarding performance. Five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—create psychological conditions that foster motivation and satisfaction. Employees who have opportunities to utilize diverse skills, exercise discretion in decision-making, and understand the impact of their work are generally more satisfied with their jobs ([Prawira & Assa, 2025](#)).

From the perspective of organizational justice theory, job satisfaction is strongly influenced by employees' perceptions of fairness within the organization. Fair treatment in compensation, promotion, performance evaluation, and managerial decision-making contributes to positive employee attitudes and trust in the organization ([Marlita, Dianingrum, Handayani, Perwitasari, & Liana, 2025](#)). When employees perceive that organizational processes are transparent and equitable, they are more likely to experience satisfaction and commitment. Conversely, perceptions of discrimination, favoritism, or procedural inconsistency often result in dissatisfaction and decreased morale ([Ngaliman, Astarina, & Catrayasa, 2025](#)).

Social exchange theory further explains job satisfaction as an outcome of reciprocal relationships between employees and organizations. When employees perceive organizational support, respect, and concern for their well-being, they feel obligated to respond with positive attitudes and behaviors, including higher job satisfaction and organizational commitment. Supportive leadership, effective communication, and positive workplace relationships strengthen employees' emotional attachment to their work and contribute to a more satisfying organizational experience ([Haryanto, Wibisono, & Catrayasa, 2025](#)).

Empirical studies consistently identify both individual and organizational factors as determinants of job satisfaction. Organizational variables such as leadership quality, work environment, organizational culture, career development opportunities, social support, and equitable policies have been shown to positively influence employee satisfaction ([Maskur et al., 2025](#)). In high-pressure organizations such as law enforcement agencies, job satisfaction becomes particularly important because personnel are frequently exposed to operational risks, workload pressures, and demanding performance expectations. Satisfied officers are more likely to maintain motivation, psychological resilience, and professional effectiveness despite the challenges associated with their duties ([Kundori, Fauziningrum, & Sukrisno, 2025](#)).

In the context of Densus 88 AT POLRI, job satisfaction reflects personnel perceptions regarding the extent to which the organization fulfills their professional expectations, recognizes their contributions, provides fair treatment, and supports their well-being. Given the demanding and high-risk nature of counterterrorism operations, maintaining high levels of job satisfaction is essential for sustaining employee performance, organizational commitment, and long-term institutional effectiveness. Therefore, understanding the factors that influence job satisfaction, including gender policy, work environment, and social support, is crucial for developing organizational strategies that enhance both employee welfare and operational success ([Larasandi, & Satrya, 2025](#)[Nugroho, Said, & Said, 2025](#)).

2.5 Social Support and Its Mediating Role

Social support is defined as the emotional, informational, and instrumental assistance that individuals receive from their social environment, encompassing peer relationships, supervisory relationships, family, and professional networks. In high-risk occupational contexts, social support functions through two theoretically distinct mechanisms. As a direct predictor of job satisfaction, social support fulfills fundamental psychological needs for belonging, validation, and mentorship that are particularly acute in stressful, high-stakes environments ([Sarafino & Smith, 2021](#)). As a mediating variable, social support channels and amplifies the satisfaction benefits of favorable organizational conditions (inclusive policies, supportive environments) and buffers the satisfaction-depleting effects of adverse conditions. The COR Theory specifically explains this mediation: inclusive gender policies and supportive work environments provide the resource-enabling conditions within which social support networks flourish; these networks then translate structural advantages into experienced psychological well-being and job satisfaction. Conversely, even when formal policies and physical environments are adequate, weak social support may limit the satisfaction gains that would theoretically be expected.

Social support can take several forms. Emotional support involves empathy, understanding, encouragement, and concern from others. Informational support includes advice, guidance, and feedback that help individuals solve problems or make decisions. Instrumental support refers to tangible assistance, such as providing resources, helping complete tasks, or sharing workloads. In addition, appraisal support helps employees evaluate their performance and develop confidence in their abilities. Together, these forms of support create a sense of security and belonging that contributes to positive workplace experiences. Within organizations, social support plays a significant role in shaping employee attitudes and behaviors. Supportive relationships with supervisors and coworkers foster trust, cooperation, and open communication, creating a positive work atmosphere. Employees who feel supported are more likely to experience motivation, engagement, and commitment because they believe that others are willing to assist them when difficulties arise. Conversely, a lack of social support may lead to feelings of isolation, emotional exhaustion, and dissatisfaction, particularly in occupations characterized by high workloads and intense performance pressures.

Social support is also considered an important job resource that helps employees cope with occupational stress and demanding work conditions. When employees encounter challenges such as heavy workloads, role ambiguity, or workplace pressure, support from colleagues and supervisors can reduce the negative psychological effects of these demands. Supportive interactions provide employees with emotional reassurance and practical assistance, enabling them to maintain their performance and well-being despite workplace difficulties. Numerous studies have demonstrated a positive relationship between social support and job satisfaction. Employees who receive strong support from supervisors, coworkers, and family members tend to report higher levels of satisfaction because they feel appreciated, understood, and connected to their work environment. Supervisory support is particularly important because supervisors influence access to resources, performance evaluations, and career development opportunities. Likewise, coworker support promotes teamwork, collaboration, and mutual trust, all of which contribute to a more satisfying work experience.

H₃: Social support has a significant positive direct effect on job satisfaction at Densus 88 AT POLRI.

H₄: Social support significantly mediates the relationship between gender policy and job satisfaction.

H₅: Social support significantly mediates the relationship between work environment and job satisfaction.

3. Research Methodology

3.1 Research Design

This study employed a quantitative correlational research design using PLS-SEM path analysis to investigate the direct and mediated effects of gender policy and work environment on job satisfaction through social support. The correlational approach observes naturally occurring phenomena within the institutional context without variable manipulation, enabling systematic assessment of relationship magnitudes and directions within a structural framework. PLS-SEM was selected over CB-SEM because: the model is exploratory and extends existing theory to a new institutional context; the sample size ($n = 150$) is moderate; and the model contains latent variables with multiple indicators requiring simultaneous direct and indirect effect estimation ([Hair et al., 2021](#)).

3.2 Population and Sampling

The study population comprised active personnel of the Directorate of Investigation of Densus 88 AT POLRI. Given the closed and access-controlled nature of this elite tactical unit, purposive sampling was applied based on specific inclusion criteria: active duty status, minimum rank of Brigade Two

(Bripda) or above, and minimum two years of Densus 88 assignment—ensuring that respondents possessed adequate institutional context to meaningfully evaluate the study constructs. The resulting sample of 150 personnel constitutes a substantive representation of this specialized directorate and meets the minimum sample size requirements for PLS-SEM analysis ([Hair et al., 2021](#)).

3.3 Measurement Instruments

Data were collected using a structured Likert-scale questionnaire (1 = Strongly Disagree to 5 = Strongly Agree) comprising four construct measurement scales. Gender Policy was measured using indicators covering institutional fairness, equal career opportunity access, anti-discrimination policy awareness, and gender-equitable role and task distribution, adapted from [Wardhani and Hartono \(2021\)](#). Work Environment was assessed using indicators based on [Sedarmayanti \(2020\)](#) covering physical environment (lighting, safety, temperature), psychological safety, managerial support quality, and interpersonal relationship climate. Social Support was measured using scales from ([Sarafino & Smith, 2021](#)) covering emotional support, instrumental support, informational support, and companionship support. Job Satisfaction was measured using scales adapted from ([Herzberg et al., 1959](#)) motivation-hygiene framework capturing satisfaction with work tasks, peer relationships, leadership, compensation, and career advancement opportunities.

3.4 Validity, Reliability, and Analysis

The instrument underwent pilot testing with 30 personnel from a comparable POLRI unit to assess clarity, language appropriateness, and face validity. Following revisions, the full questionnaire demonstrated Cronbach's alpha values exceeding 0.70 for all constructs, indicating high reliability. PLS-SEM analysis using SmartPLS 4.0 followed the two-step procedure recommended by [Hair et al. \(2021\)](#): Step 1 (Measurement Model) assessed outer loadings (> 0.70 threshold), AVE (> 0.50), composite reliability (CR > 0.70), and HTMT ratios (< 0.85) for discriminant validity; Step 2 (Structural Model) applied bootstrapping (5,000 resamples) to estimate path coefficients, t-statistics, and p-values for hypothesis testing. R² values assessed explanatory power and Q² values confirmed predictive relevance.

4. Results and Discussions

4.1 Measurement Model Assessment

Table 1. Measurement Model Results Summary

Construct	Outer Loading Range	AVE	CR	Cronbach α
Gender Policy (GP)	> 0.70 (all items)	> 0.50	0.89–0.94 range	0.83–0.92 range
Work Environment (WE)	> 0.70 (all items)	> 0.50	✓	✓
Social Support (SS)	> 0.70 (all items)	> 0.50	✓	✓
Job Satisfaction (JS)	> 0.70 (all items)	> 0.50	✓	✓

All thresholds met: AVE > 0.50; CR > 0.70; α > 0.70; HTMT < 0.85. Source: SmartPLS 4.0 Output

Table 1 presents the measurement model assessment results. All indicators achieved outer loadings exceeding 0.70, confirming adequate indicator reliability. AVE values for all constructs exceeded 0.50, confirming convergent validity. Composite Reliability values ranged from 0.89 to 0.94, and Cronbach's alpha values ranged from 0.83 to 0.92—both substantially above the 0.70 minimum threshold—confirming excellent internal consistency. Discriminant validity was confirmed through both the Fornell-Larcker criterion (square roots of AVE exceeded all inter-construct correlations) and HTMT ratios (all below 0.85), establishing empirical distinctness among all four constructs

4.2 Structural Model: R-Squared and Hypothesis Testing

Table 2. Hypothesis Testing Results — Direct and Indirect Effects

Hyp.	Path	β	t-stat.	p-value	Decision
H_1	Gender Policy → Job Satisfaction (direct)	0.34	5.12	< .001	Supported
H_2	Work Environment → Job Satisfaction (direct)	0.39	6.21	< .001	Supported
H_3	Social Support → Job Satisfaction (direct)	0.42	7.48	< .001	Supported
H_4	Gender Policy → Social Support → Job Satisfaction (indirect)	0.18	4.03	< .001	Supported (Partial Mediation)
H_5	Work Environment → Social Support → Job Satisfaction (indirect)	0.21	4.69	< .001	Supported (Partial Mediation)

β = path coefficient (standardized); all paths significant at $\alpha = 0.001$. Source: SmartPLS 4.0 Bootstrapping (5,000 resamples)

Table 2 shows the structural model explains $R^2 = 0.67$ of variance in job satisfaction—a strong level of explanatory power and $R^2 = 0.53$ of variance in social support, indicating moderate predictive power. Q^2 values for both endogenous constructs exceed zero, confirming the model's predictive relevance. Table 2 presents the complete hypothesis testing results.

4.3 Discussion

4.3.1 Gender Policy and Job Satisfaction (H_1 Supported)

Gender policy has a significant positive direct effect on job satisfaction (H_1 : $\beta = 0.34$, $t = 5.12$, $p < 0.001$). This finding confirms (Pehlivanoglu et al., 2022) evidence that equitable gender practices enhance commitment and satisfaction in policing institutions, and extends it to the specialized counter-terrorism context of Densus 88 AT POLRI. Critically, the demographic subgroup analysis revealed that gender-inclusive policy perceptions are positively associated with satisfaction not only among female personnel—who rated gender policy importance significantly higher than male counterparts—but across the full sample, including male officers. This indicates that institutional gender equity generates a broad meritocracy and fairness culture that improves the psychological safety and professional respect experienced by all organizational members, regardless of gender. In the hierarchical command environment of Densus 88 AT POLRI, where informal patriarchal norms have historically reinforced structural barriers, inclusive policy implementation signals institutional commitment to professional merit over social convention—a signal that raises organizational trust and satisfaction broadly. The implication for POLRI leadership is that gender equity programs should be framed and communicated not as female-benefit initiatives but as organization-wide professionalism and fairness investments.

4.3.2 Work Environment and Job Satisfaction (H_2 Supported)

Work environment has the second-strongest direct effect on job satisfaction among the study's variables (H_2 : $\beta = 0.39$, $t = 6.21$, $p < 0.001$). Respondent-level analysis revealed that non-physical psychological dimensions of the work environment—including interpersonal trust, participatory decision-making, communication quality, and fair workload distribution—were rated as more influential than physical facility conditions. This finding is contextually important for Densus 88 AT POLRI: while physical safety equipment and operational facilities are mission-critical, the organizational climate within which officers interact daily—characterized by clear task protocols, supervisory respect, and equitable deployment decisions—emerges as the primary psychological work environment determinant of satisfaction. The subgroup analysis further revealed that younger officers (under 35) rated a supportive work environment as particularly important, reflecting generational

shifts in expectations regarding organizational fairness, work-life balance, and emotional recognition that POLRI leadership must address to retain younger talent effectively.

4.3.3 Social Support and Job Satisfaction (*H3 Supported — Strongest Direct Effect*)

Social support demonstrates the strongest direct positive effect on job satisfaction ($H_3: \beta = 0.42, t = 7.48, p < 0.001$), establishing it as the single most powerful satisfaction predictor in this model. This finding confirms (Sridadi, Eliyana, Priyandini, Pratama, Ajija, & Mohd, 2023; Satria, Susanti, & Rahman, 2024) in the Indonesian policing context and is theoretically consistent with COR Theory: in environments where operational risks create sustained psychological resource depletion, social support from peers and supervisors functions as the primary resource replenishment mechanism—directly sustaining satisfaction levels that would otherwise deteriorate under occupational stress. The Densus 88 context—with its sustained exposure to terrorism-related operational trauma, institutional secrecy requirements that limit external processing of experiences, and high stakes mission demands—creates acute social support needs that organizational programs must actively address rather than leaving to informal peer dynamics alone. Programs including structured peer mentoring, post-operation debriefing protocols, supervisory feedback loops, and professional psychological support services are the specific institutionalized mechanisms through which the satisfaction benefits of social support can be systematically activated.

4.3.4 Mediation: Social Support Channels Both Gender Policy and Work Environment Effects

Social support significantly partially mediates both the gender policy→job satisfaction ($H_4: \text{indirect } \beta = 0.18, t = 4.03, p < 0.001$) and work environment→job satisfaction ($H_5: \text{indirect } \beta = 0.21, t = 4.69, p < 0.001$) pathways. The partial mediation pattern—where both direct effects of gender policy and work environment on satisfaction remain significant alongside the confirmed indirect effects—establishes a dual performance mechanism. Both predictors improve satisfaction through immediate direct pathways (policy perception and environmental experience generating direct satisfaction) and through an amplified social support pathway: inclusive gender policies cultivate peer cultures of mutual respect and mentorship that expand social support availability; supportive work environments create the psychological safety within which social support networks develop and are openly accessed. In the Densus 88 context, this mediation architecture implies that organizational culture interventions—particularly those strengthening peer solidarity, supervisory mentoring, and formal support program access—can amplify the satisfaction benefits of gender policy and environmental investments substantially. An environment with strong formal gender policies but weak social support will generate less satisfaction than one where both elements are co-developed, as social support is the psychological mechanism that converts institutional commitments into experienced personal benefits.

5. Conclusions

5.1 Conclusion

This study examined the direct and indirect effects of gender policy and work environment on job satisfaction, mediated by social support, among 150 personnel at the Directorate of Investigation of Densus 88 AT POLRI, using PLS-SEM analysis. Five principal conclusions are drawn. First, gender policy has a significant positive direct effect on job satisfaction ($H_1: \beta = 0.34, p < 0.001$), confirming that inclusive, equitable, and consistently enforced gender policies improve satisfaction across all personnel groups—not only among female officers—by cultivating cultures of meritocracy and professional respect. Second, work environment has a significant positive direct effect on job satisfaction ($H_2: \beta = 0.39, p < 0.001$), with non-physical psychological dimensions (interpersonal trust, communication quality, participatory decision-making) emerging as more influential than physical facility conditions in the Densus 88 operational context. Third, social support is the strongest direct predictor of job satisfaction ($H_3: \beta = 0.42, p < 0.001$), confirming COR Theory's prediction that

resource-depleting high-risk environments generate acute social support needs whose fulfillment directly and substantially improves personnel satisfaction. Fourth, social support significantly partially mediates the gender policy→satisfaction relationship (H_4 : indirect $\beta = 0.18$, $p < 0.001$), establishing that inclusive policies cultivate peer support cultures that amplify direct policy satisfaction benefits. Fifth, social support significantly partially mediates the work environment→satisfaction relationship (H_5 : indirect $\beta = 0.21$, $p < 0.001$), confirming that supportive physical and psychological work conditions enable social support networks that further amplify direct environmental satisfaction benefits. The combined model explains 67% of variance in job satisfaction—confirming strong explanatory power—and establishes an integrated organizational behavior framework applicable to elite counter-terrorism policing and comparably high-pressure institutional contexts.

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Author Contributions

APD contributed to conceptualization, data collection, data analysis, manuscript drafting, handled supervision, methodology, and final approval. WH was responsible for research design, theoretical framework, methodology, manuscript revision, and final approval.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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