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Organizational culture and ambidexterity in the entrepreneurial orientation-performance link in Indonesia's police

 Muhammad Thamrin^{1*},  Perengki Susanto²,  Syahrizal³

^{1,2,3}*Faculty of Economics and Business, Universitas Negeri Padang, Padang 25132, West Sumatra, Indonesia.*

Corresponding author: Muhammad Thamrin (Email: rajomulya@gmail.com)

Abstract

This study examines how Entrepreneurial Orientation (EO), encompassing innovativeness, proactiveness, and risk-taking, impacts the organizational performance of sector police units in Indonesia. Although EO has been widely examined in the business sector, its application within public sector institutions, particularly in police organizations in developing countries, remains underexplored. To address this gap, the study further examines whether organizational culture and organizational ambidexterity moderate the relationship between entrepreneurial orientation (EO) and performance. Using a quantitative approach, data were collected through an electronic survey from 328 strategically selected personnel across 214 sector police units, chosen through purposive sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the causal relationships among variables. The results reveal that risk-taking ($\beta = 0.253$), proactiveness ($\beta = 0.227$), and innovativeness ($\beta = 0.182$) each significantly contribute to improved organizational performance. Organizational culture positively moderates the effect of innovativeness ($\beta = 0.196$) but negatively moderates the relationship between proactiveness and performance ($\beta = -0.233$), while showing no significant moderation for risk-taking. Organizational ambidexterity significantly strengthens the effect of proactiveness ($\beta = 0.173$) but does not moderate the other relationships. These findings contribute to Institutional Theory and the Resource-Based View (RBV) by demonstrating how internal organizational factors shape the influence of EO in a public sector context.

Keywords: Entrepreneurial orientation, organizational ambidexterity, organizational culture, organizational performance, and police institutions.

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Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Institutional Review Board Statement: The authors confirm that this manuscript provides an honest, accurate, and transparent account of the research conducted. No significant aspects of the study have been omitted, and any deviations from the original plan have been clearly explained. All ethical standards applicable to academic writing and research reporting have been fully observed.

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1. Introduction

Over the past few decades, public sector organizations worldwide have undergone significant transformations in response to increasing demands for innovation, adaptability, and operational efficiency [1-5]. Amid these changes, the entrepreneurial approach in public organizations has gained traction as an effective strategy for enhancing institutional effectiveness and competitiveness [6-9]. However, the application of EO in the public sector remains a subject of debate, primarily due to structural challenges and the hierarchical, bureaucratic nature of public organizations [6, 10-12].

Although EO has been extensively studied in the business sector, empirical research on its implementation within police organizations remains limited, especially in developing countries [6, 13]. Some studies indicate that EO can enhance the responsiveness and effectiveness of police organizations through innovation in law enforcement, proactive crime prevention strategies, and adaptive risk-taking in public security management [14-16]. In developed nations, police institutions such as the Metropolitan Police Service (MPS) in the United Kingdom, the Australian Federal Police (AFP), and the New York Police Department (NYPD) have successfully integrated EO by leveraging digital technology, predictive policing strategies, and operational management innovations [16-18]. However, in developing countries such as Indonesia, implementing EO in police organizations faces substantial structural challenges, including a rigid organizational culture and resistance to change.

Furthermore, studies on EO in police organizations have predominantly focused on its direct impact on organizational performance, whereas research on internal factors that may strengthen or weaken this relationship remains scarce [13, 19-21]. Organizational culture (OC) and ambidexterity (OA) are critical factors that may moderate the relationship between EO and organizational performance. However, these have not been thoroughly investigated in police contexts [22-25]. Organizational culture can either facilitate or hinder entrepreneurial behavior within police organizations, depending on the extent to which internal structures and norms support innovation and measure risk-taking. Organizational ambidexterity enables police institutions to balance exploring innovations and exploiting operational stability, thus fostering greater flexibility in responding to dynamic environmental changes [26-29].

The Indonesian National Police (POLRI) is currently transforming from a militaristic organization to a civilian institution that is more transparent, accountable, and service-oriented [30]. This transformation necessitates enhanced performance management to address both external and internal challenges, including the increasing complexity of modern crime, growing public expectations regarding police services, and the need for technological adoption in public security operations [31-35]. However, the implementation of this transformation is constrained by a hierarchical and bureaucratic culture, which limits entrepreneurial initiatives and innovation in policing operations [35-38]. Additionally, the lack of organizational ambidexterity suggests that the balance between exploring innovations and exploiting existing strategies has not been fully optimized in the management of police resources [24, 26, 27, 39, 40]. Therefore, this study is crucial in examining how EO can be effectively implemented within POLRI and how organizational culture and ambidexterity moderate the relationship between EO and Police organizational performance.

This study makes a significant contribution to the literature in three key ways. From a theoretical perspective, it enriches Institutional Theory and the Resource-Based View (RBV) by exploring how EO functions within police organizations as part of the public sector, which has distinct institutional characteristics [13, 22]. It also introduces a new perspective on how organizational culture and ambidexterity moderate the relationship between EO and organizational performance [23, 41, 42]. From a methodological standpoint, this study applies Partial Least Squares Structural Equation Modelling (PLS-SEM) [43] which provides a robust quantitative approach for analyzing the relationships between EO, organizational culture, ambidexterity, and organizational performance in police institutions. From a practical perspective, the findings offer strategic recommendations for POLRI to strengthen an innovative organizational culture and enhance organizational ambidexterity. This approach can be achieved through internal policy development that fosters creativity, proactiveness, and measures risk-taking in police organizational management.

Based on this background and the identified research gap, this study aims to analyze the influence of EO, comprising Innovativeness, Proactiveness, and risk-taking, on the organizational performance of POLRI. Additionally, it examines the moderating role of organizational culture in the relationship between EO and Police organizational performance while also analyzing how organizational ambidexterity affects the relationship between EO and organizational performance. Thus, this study not only contributes new academic insights into EO within the public sector but also provides an empirical foundation for strategic decision-making in police institutions in Indonesia.

2. Literature Review

2.1. Conceptual and Operational Definitions

2.1.1. Entrepreneurial Orientation (EO)

EO refers to an organization's strategic tendency to embrace innovation, act proactively, and take risks in response to external environmental changes [7-9, 44-47]. EO in police organizations is strategically relevant for enhancing operational effectiveness and responsiveness to evolving societal needs [30]. EO comprises of three primary dimensions. First,

Innovativeness reflects the extent to which an organization introduces new ideas and services and engages in creative experimentation [48-50]. Innovation plays a crucial role in developing technology-based public services, data-driven law enforcement strategies, and adaptive operational mechanisms [30].

Operational indicators of innovativeness include recognition as an innovator, promotion of new services, innovation in policing duties, experimentation with new strategies, and reputation as a developer of innovative methods [7]. Second, Proactiveness refers to an organization's ability to anticipate and respond to future needs before competitors or external entities [51]. Proactive policing involves analyzing criminal trends to develop more effective crime-prevention strategies [30]. Operational indicators include early threat detection, the initiation of preventive programmes, and preparedness in response to social dynamics.

Finally, Risk-taking entails an organization's willingness to engage in strategic decisions involving uncertainty but with potentially significant benefits [7]. In policing, strategic risk-taking includes implementing new law enforcement technologies, introducing innovative security policies, and making operational decisions in crises [14, 40]. Operational indicators include initiative in achieving operational targets, decision-making under uncertainty, and leveraging opportunities for public service enhancement [7].

2.1.2. Organizational Culture (OC)

Organizational culture encompasses the values, norms, and assumptions that shape individual behavior within an organization [52, 53]. A culture that supports innovation accelerates the adoption of entrepreneurial strategies in public sector organizations [54]. OC was measured using three primary dimensions: clans, adhocracy, and hierarchy [55].

2.1.3. Organizational Ambidexterity (OA)

Organizational ambidexterity refers to an organization's ability to simultaneously explore new opportunities called exploration and exploit existing resources, known as exploitation [23, 56-58]. OA is crucial for organizations operating in dynamic environments, including police institutions, which must balance innovation with regulatory compliance [27, 28, 59]. Operational indicators of OA include developing new services, leveraging technological opportunities, enhancing operational efficiency, and adapting to regulatory changes [60].

2.1.4. Organizational Performance (OP)

Organizational performance refers to the degree of efficiency, effectiveness, and achievement of strategic and operational objectives within an organization [61, 62]. In the policing context, OP reflects the extent to which police organizations achieve strategic targets, improve operational efficiency, and optimize resource utilization [31]. Operational indicators include compliance with standard operating procedures (SOPs), effectiveness in emergency response, public satisfaction with police services, and innovation capacity in security policies [60].

2.2. Hypothesis Development

2.2.1. Innovativeness and Organizational Performance

Within the framework of Institutional Theory, innovation is regarded as a strategic response to external pressures, enabling organizations to adapt to maintain legitimacy and relevance in the eyes of stakeholders [63]. In public sector organizations, innovation serves as a crucial mechanism for meeting dynamic societal expectations while enhancing service efficiency and effectiveness [64, 65]. From the Resource-Based View (RBV) perspective, innovation represents a valuable, rare, inimitable, and non-substitutable (VRIN) strategic resource, offering long-term competitive advantages [66, 67]. Organizations with strong innovative capabilities tend to be more adaptable to environmental changes and are better positioned to improve performance [68, 69]. Innovations such as digitalized services, artificial intelligence integration in law enforcement systems, and predictive policing technologies have been shown to enhance operational efficiency and public trust [14, 30, 40]. Based on these theoretical foundations and empirical evidence, the following hypothesis is proposed.

H₁: Innovativeness has a positive influence on organizational performance.

2.2.2. Proactiveness and Organizational Performance

Institutional Theory suggests that public sector organizations with proactive approaches are better equipped to align with stakeholder expectations and respond swiftly and effectively to external changes [70, 71]. Proactivity enables organizations to identify opportunities and threats before they escalate into significant challenges, thereby strengthening institutional resilience and competitiveness [46]. From an RBV perspective, proactiveness is considered a unique and difficult-to-imitate capability, making it a strategic asset for achieving sustainable competitive advantage [13]. Empirical studies indicate that highly proactive organizations respond more effectively to policy and regulatory changes, thereby improving operational efficiency [72]. In policing, proactive approaches involve data-driven crime prevention strategies, predictive patrolling, and community engagement in security management [17, 40]. Therefore, we propose the following hypothesis:

H₂: Proactiveness positively influences organizational performance.

2.2.3. Risk-Taking and Organizational Performance

Risk-taking is a fundamental characteristic of innovative organizations. According to Institutional Theory, organizations that exhibit greater risk-taking behaviors are more resilient in uncertain environments and better equipped to navigate external pressures [73]. Strategic risk-taking allows organizations to develop new solutions to operational challenges and adapt to policy changes [74]. From an RBV perspective, risk-taking is considered a capability that can provide a competitive

advantage if managed effectively [75]. In policing, strategic risk-taking is essential for operational decision-making, particularly in crises and strategic policymaking [76]. Examples include the adoption of innovative security technologies, development of new investigative methods, and intelligence-led law enforcement approaches. Based on these arguments, the following hypothesis is proposed.

H₃: Risk-taking has a positive influence on organizational performance.

2.2.4. The Moderating Role of Organizational Culture

Organizational culture is an internal factor that influences the effectiveness of entrepreneurial strategies in public-sector organizations. From an Institutional Theory perspective, organizational culture acts as a mechanism for maintaining legitimacy by establishing norms, values, and practices aligned with stakeholder expectations [70]. From an RBV perspective, organizational culture serves as a strategic asset that enhances the effectiveness of EO implementation in achieving optimal performance [77, 78]. Empirical studies suggest that organizational cultures that foster innovation and flexibility amplify the impact of EO on performance, whereas rigid and bureaucratic cultures hinder entrepreneurial activities [41, 79]. Accordingly, the following hypothesis is proposed:

H₄: Organizational culture positively moderates the relationship between innovativeness and organizational performance.

H₅: Organizational culture positively moderates the relationship between proactivity and organizational performance.

H₆: Organizational culture positively moderates the relationship between risk taking and organizational performance.

The Moderating Role of Organizational Ambidexterity

Organizational ambidexterity is a critical factor in the successful implementation of EO, as it enables organizations to explore innovation opportunities and exploit existing resources simultaneously [23]. Ambidexterity allows organizations to adapt more flexibly and effectively to environmental changes within the Institutional Theory framework [60]. From an RBV perspective, organizational ambidexterity is a valuable and inimitable resource, making it a key driver of entrepreneurial success [80]. Empirical research indicates that organizations capable of balancing exploration and exploitation tend to achieve superior performance in dynamic environments [57, 81]. In the policing context, organizational ambidexterity enables police institutions to integrate technological innovations into operations while maintaining compliance with existing regulations [26]. Based on this premise, the following hypothesis is proposed:

H₇: Organizational ambidexterity positively moderates the relationship between innovativeness and organizational performance.

H₈: Organizational ambidexterity positively moderates the relationship between proactivity and organizational performance.

H₉: Organizational ambidexterity positively moderates the relationship between risk taking and organizational performance.

2.3. Conceptual Framework

Based on the hypothesis development outlined above, this study's conceptual framework integrates Institutional Theory and the Resource-Based View (RBV) to visualize the relationships among variables. As illustrated in Figure 1, the conceptual model explicitly maps the impact of Entrepreneurial Orientation (EO) on organizational performance, with Organizational Culture (OC) and Organizational Ambidexterity (OA) as moderating variables. This model provides an empirical foundation for testing the theoretical and practical relationships between the key variables.

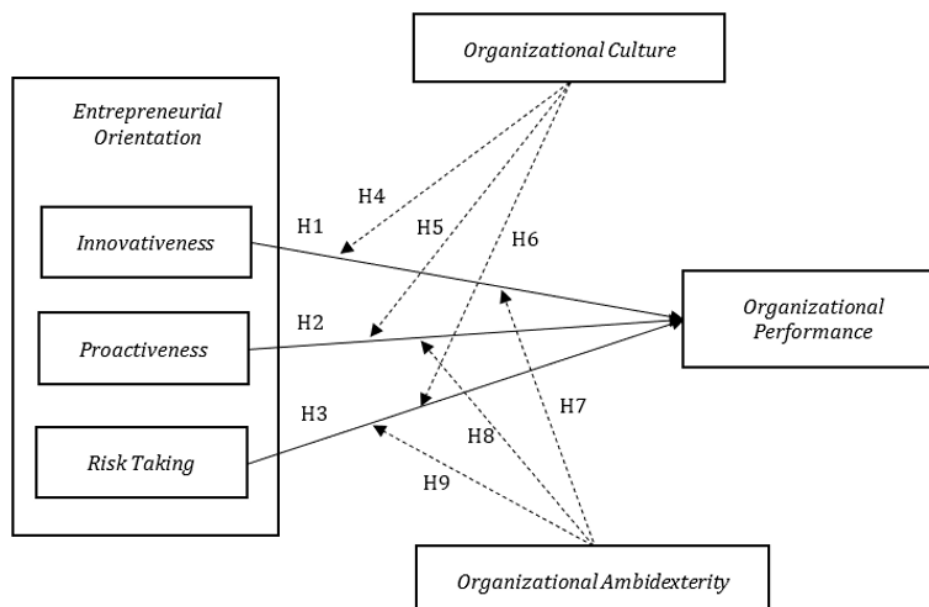


Figure 1.
Conceptual Research Model.

3. Methodology

3.1. Research Design

This study employs a quantitative survey method to analyze the causal relationship among (EO), Organizational Culture (OC), Organizational Ambidexterity (OA), and Organizational Performance (OP) in Sector Police (Polsek) organizations in Indonesia. The unit of analysis is the police organization, represented by individuals with a strategic role in operational decision-making. The selection of police as the analysis unit is justified by their frontline role in implementing policies and interacting with the community. Structural Equation Modeling based on Partial Least Squares is used for data analysis due to its advantages in handling non-normal data, accommodating complex models with latent variables, and being more flexible than Covariance-Based SEM for moderate-to-small sample sizes [43, 82]. Data were processed using SmartPLS version 4.1.1.

3.2. Population and Sampling Techniques

The study population consisted of Sector Police (Polsek) personnel involved in strategic decision-making. A total of 328 personnel from 214 police units were selected based on specific criteria using purposive sampling. The respondents included police officers, deputy chiefs, unit heads (Kanit), and personnel involved in policy planning and implementation. The inclusion criteria required respondents to have at least three years of experience in managerial or operational roles, direct involvement in formulating and implementing organizational strategies, and service in units implementing operational innovations within the past two years. The sample size was SEM guidelines, requiring at least 10 times the largest number of indicators in the research model. With 43 indicators, the minimum required number of respondents was 215, but 328 respondents were collected to strengthen the analysis and generalizability [83, 84].

3.3. Measurement Instruments and Assessment Scale

The data were collected through an electronic questionnaire (Google Forms) using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The 5-point Likert scale was selected because it improves the sensitivity of measurements and produces a more stable response compared to scales with fewer points. The research instrument was adapted from a validated scale used in previous studies, with minimal adjustments to suit the context of the Indonesian Police. The EO variable was measured based on the instruments from Boso, et al. [7] whereas OC used scales from Khedhaouria, et al. [55]. The OA variable is measured based on exploration and exploitation, as developed by Ferreras-Méndez, et al. [60] while OP refers to the indicators used in Kapuria and Maguire [85].

3.4. Validity and Reliability Test

Prior to extensive data collection, this study conducted an instrument test on 30 respondents who had similar characteristics to those of the target population. This trial aimed to measure the reliability and validity of the research instrument. The test results showed high internal reliability, with Cronbach's alpha values above 0.70 for all variables. Specifically, Cronbach's Alpha values were 0.925 for Innovativeness, 0.730 for Proactiveness, 0.785 for Risk-taking, 0.920 for Organizational Culture, 0.913 for Organizational Ambidexterity, and 0.897 for Organizational Performance. The construct's validity was tested using exploratory factor analysis (EFA), which showed that all indicators had a loading factor above 0.70, an Average Variance Extracted (AVE) value above 0.50, and Composite Reliability (CR) above 0.70.

3.5. Data Analysis Techniques

Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS 4.1.1. This method was selected because it can handle complex models with latent variables, accommodate data that is not normally distributed, and be more flexible than the CB-SEM method under moderate sample conditions [43]. The analysis was conducted in two main stages.

First, the measurement model was evaluated to assess the validity and reliability of the latent variables, using the Average Variance Extracted (AVE) criterion of ≥ 0.50 for convergent validity and the Heterotrait-Monotrait Ratio (HTMT) ≤ 0.85 for discriminant validity. Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR), with a cut-off value of 0.70 or higher. Second, the structural model was evaluated to test the relationship between variables using the path coefficient (β) and a significance test (t-statistics) through bootstrapping techniques with 5,000 samples. In addition, the predictive power of the model was evaluated by examining the R^2 value, which is considered substantial when above 0.26, as well as the predictive relevance (Q^2), to assess the model's ability to explain the dependent variables.

4. Results

4.1. Respondent Demographics

This study successfully collected data from 328 respondents who worked as members of the sector police (Polsek) in various regions of Indonesia. The respondents' profiles and demographic data is provided in Table 1.

Table 1.
Respondent Demographics.

Characteristic	Category	Frequency	Percentage (%)
Position	Sector Police Chief	70	21.3%
	Unit Head	54	16.5%
	Others	204	62.2%
Rank	Mid-ranking Officer	60	18.3%
	Junior Officer	64	19.5%
	Non-commissioned Officer	204	62.2%
Education	Senior High School	163	49.7%
	Associate Degree	29	8.8%
	Bachelor's Degree	98	29.9%
	Master's Degree	30	9.1%
	Doctor's Degree	4	1.2%
	Others	4	1.3%

The distribution of respondents' positions showed significant variation, with the majority of respondents coming from the "Other" position (62.2%), which includes a variety of operational roles at the police sector level. The Chief of Police and Kanit, who have a strategic role in decision-making, are represented by 21.3% and 16.5%, respectively. This composition reflects the typical hierarchical structure of the police, which is predominantly filled with operational implementation personnel. In terms of rank, the majority of respondents were non-commissioned officers (62.2%), followed by First Officers (19.5%), and Intermediate Officers (18.3%). This distribution indicates that the data collected includes representations from different rank strata within the police organization, which is important for obtaining a holistic perspective on the research variables.

Regarding level of education, almost half of the respondents (49.7%) had a high school education/equivalent, showing a broad educational base among police personnel. However, a significant proportion (29.9%) also had a bachelor's degree, followed by a Diploma and Master's degree, indicating a variation in education levels. This diversity is important to consider in the interpretation of the findings, especially in the context of EO adoption, organizational culture, and organizational ambidexterity, which are assumed to be related to education level. Overall, the demographic characteristics of the respondents showed that the data collected were sufficiently representative and valid to be generalized in the context of police organizations. The diverse distribution of positions, ranks, and education provides a solid basis for an in-depth analysis of the influence of entrepreneurial orientation, organizational culture, and ambidexterity on organizational performance at the police sector level.

4.2. Evaluation of Measurement Models

The measurement model was validated through a series of tests, including convergent validity assessed from the loading factor, Average Variance Extracted (AVE), and internal reliability evaluated using Cronbach's Alpha and *Composite Reliability*. The analysis of *Structural Equation Modeling-Partial Least Squares (SEM-PLS)* indicates that the research instrument meets the validity and reliability criteria outlined in Table 2.

Table 2.
Results of Convergent Validity Test.

Construct	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE
Innovativeness (INN)	0.862 – 0.912	0.931	0.947	0.783
Proactiveness (PRO)	0.831 – 0.932	0.871	0.921	0.820
Risk-Taking (RT)	0.890 – 0.921	0.890	0.932	0.820
Organizational Culture (OC)	0.775 – 0.880	0.920	0.949	0.746
Org. Ambidexterity (OA)	0.750 – 0.874	0.961	0.966	0.746
Police Performance (PP)	0.854 – 0.870	0.963	0.967	0.739

Note: LF ≥ 0.70 , Cronbach's Alpha ≥ 0.70 , Composite Reliability ≥ 0.70 , AVE ≥ 0.50 .

The evaluation results show that all indicators used in this study meet the criteria of convergent validity and internal reliability. The *loading factor* values for all indicators are above 0.70, indicating that each indicator is strongly correlated with the latent construct being measured. The AVE values for all constructs also exceeded 0.50, suggesting that their latent constructs significantly explained the variance in the indicators. Additionally, Cronbach's Alpha and Composite Reliability values for all constructs exceeded 0.70, indicating a high level of internal consistency. This means that the results of the evaluation of the measurement model confirm that the instruments used in this study have sufficient validity and reliability to represent the latent constructs studied.

4.3. Evaluation of Discriminant Validity

In this study, the validity of discrimination was evaluated using two primary methods: the Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT).

Table 3.

Fornell-Larcker Test Results.

Construct	INN	PRO	RT	OC	OA	PP
Innovativeness (INN)	0.885					
Proactiveness (PRO)	0.810	0.906				
Risk-Taking (RT)	0.876	0.870	0.906			
Organizational Culture (OC)	0.811	0.830	0.810	0.872		
Org. Ambidexterity (OA)	0.809	0.829	0.814	0.786	0.838	
Police Performance (PP)	0.841	0.829	0.815	0.848	0.829	0.855

Note: The diagonal (bold) value is the square root of AVE.

The results of the evaluation of the validity of the discrimination, using the Fornell-Larcker framework and the heterotrait-monotrait ratio (HTMT), show that this research model achieves clear construct differentiation and strong measurement validity. Analysis using the Fornell-Larcker criterion revealed that the square root of the *Average Variance Extracted (AVE)* for each latent construct was significantly greater than its inter-construct correlation, which empirically confirmed that each variable in the model measures a different conceptual entity [86]. Furthermore, validation using the HTMT ratio shows that all values are below the set threshold of 0.90, indicating that there is no problem with validity discrimination between constructs. These findings collectively confirm the adequacy of the research model's discrimination, thus providing an empirical justification for exploring the hypothetical relationship between the variables.

Table 4.

Result evaluation of Heterotrait-Monotrait Ratio.

Construct	INN	PRO	RT	OC	OA	PP
Innovativeness (INN)	-					
Proactiveness (PRO)	0.810	-				
Risk Taking (RT)	0.876	0.870	-			
Organizational Culture (OC)	0.811	0.830	0.815	-		
Organizational Ambidexterity (OA)	0.809	0.828	0.814	0.786	-	
Police Performance (PP)	0.841	0.829	0.815	0.848	0.829	-

Note: All HTMT values are below the 0.90 threshold, indicating strong discriminatory validity.

The validity of discrimination was tested using the *Heterotrait-Monotrait Ratio (HTMT)* method to verify the empirical distinction between latent constructs in the research model. The results presented in Table 4 show that the entire HTMT value is consistently below the conservative threshold of 0.90, which definitively confirms the fulfilment of the validity criteria of discrimination between constructs. The HTMT serves to measure the degree of heterotrait-monotrait correlation, ensuring that the correlation between constructs is within an acceptable range and does not exhibit measurement redundancy that would obscure the interpretation of relationships between variables. Based on these findings, it can be concluded that each construct in this study is empirically distinct and possesses sufficient conceptual clarity for testing causal relationships within the model.

4.4. Hypothesis Testing and Analysis

Hypothesis testing was conducted using the structural equation model-partial least squares (SEM-PLS) method to assess the direct relationship and moderation effect between latent variables. The results of the hypothesis testing, with a significance level of 5%, which includes direct relationships and moderation effects, are summarized in Table 5.

Table 5.

Hypothesis Test Results.

No	Hypothesis	Coefficient (β)	T-Statistics	P-Values	Conclusion
1	Innovativeness \rightarrow Organizational Performance	0.182	2.416	0.016	Accepted
2	Proactiveness \rightarrow Organizational Performance	0.227	4.082	0.000	Accepted
3	Risk Taking \rightarrow Organizational Performance	0.253	4.769	0.000	Accepted
4	Organizational culture Moderates Innovativeness \rightarrow Organizational Performance	0.196	2.095	0.037	Accepted
5	Organizational culture Moderates Proactiveness \rightarrow Organizational Performance	-0.233	2.964	0.003	Rejected
6	Organizational culture Moderates Risk Taking \rightarrow Organizational Performance	0.066	1.132	0.258	Rejected
7	Organizational Ambidexterity Moderates Innovativeness \rightarrow Organizational Performance	-0.102	1.105	0.270	Rejected
8	Organizational Ambidexterity Moderates Proactiveness \rightarrow Organizational Performance	0.173	2.146	0.032	Accepted

No	Hypothesis	Coefficient (β)	T-Statistics	P-Values	Conclusion
9	Organizational Ambidexterity Moderates Risk Taking \rightarrow Organizational Performance	-0.125	1.871	0.062	Rejected

The hypothesis testing analysis revealed several significant findings. The three dimensions of EO–innovation, proactivity, and risk-taking–individually show a positive and significant influence on organizational performance. Risk-taking has the greatest influence ($\beta = 0.253$; $p = 0.000$), followed by proactivity ($\beta = 0.227$; $p = 0.000$) and innovation ($\beta = 0.182$; $p = 0.016$). These findings indicate that the strategic implementation of EO, characterized by risk-taking, proactivity, and innovation, directly contributes to improving organizational performance at the Police Sector level.

Furthermore, OC moderation significantly strengthened the relationship between innovation and organizational performance ($\beta = 0.196$; $p = 0.037$). In contrast, OC weakens the relationship between proactivity and organizational performance ($\beta = -0.233$; $p = 0.003$). However, OC did not show a significant moderating effect on the relationship between risk-taking and organizational performance. Meanwhile, the construct of organizational ambidexterity (OA) significantly moderated the relationship between proactivity and organizational performance ($\beta = 0.173$; $p = 0.032$). However, the moderating effect of OA on the relationship between innovation and risk-taking on organizational performance is not significant. These findings indicate that an organization's ability to explore new opportunities and exploit existing capabilities simultaneously amplifies the impact of proactivity on organizational performance but does not have a significant moderating effect on the relationship between innovation or risk-taking and performance.

Overall, the structural model showed a coefficient of determination (R^2) value of 0.863, which means that 86.3% of the variance in organizational performance can be explained by the independent variables tested in this model. This high R^2 value confirms the strong predictive ability of the developed model in explaining the variability of organizational performance at the Sector Police level in Indonesia.

5. Discussion

5.1. The Effect of Innovativeness on Police Performance

The findings confirm the significant positive influence of innovation on police performance ($\beta = 0.182$; $p = 0.016$), supporting the first hypothesis (H1). These findings suggest that the implementation of innovative solutions through new services and creative work methods directly contributes to enhancing police operational performance. In the framework of Institutional Theory [87]. This finding reflects the Police's strategic response to external pressures, especially public expectations for improving service quality. From the perspective of the Resource-Based View [88] innovation is a unique internal resource that provides a competitive advantage. These results are consistent with previous studies that have shown the positive effects of innovation on the performance of public organizations [14, 30, 40]. Specifically, police innovations can involve utilizing the latest technology in the reporting system or implementing more adaptive patrol methods, thereby directly increasing efficiency and responsiveness to the community's needs.

5.2. The Effect of Proactiveness on Police Performance

Proactivity was found to improve police performance significantly ($\beta = 0.227$; $p = 0.000$), supporting Hypothesis 2. These findings show that the police's ability to anticipate the dynamics of the operational environment proactively and effectively improves the performance of public services. Based on Institutional Theory [46]. Proactivity is a form of strategic adaptation to the needs of stakeholders, particularly in the realm of public security. RBV framework [13]. Proactivity is demonstrated through the effective use of valuable internal resources, which are difficult to replicate and enhance competitive advantage. These findings are in line with research confirming the positive impact of proactivity on the performance of public organization management [17, 40]. For example, police who proactively identify potential security disturbances before they occur and take preventive measures demonstrate the effectiveness of proactivity in improving performance.

5.3. The Effect of Risk-Taking on Police Performance

Risk-taking significantly improved police performance ($\beta = 0.253$, $p < 0.001$), supporting the third hypothesis (H3). This result suggests that the police's willingness to take strategic risks positively contributes to the organization's performance. Institutional Theory Bitektine and Song [70] reflects the organization's ability to manage environmental uncertainties. Risk-taking is a unique internal resource that provides a competitive advantage in the RBV framework [46]. This finding is consistent with studies confirming the positive effects of strategic risk-taking on organizational effectiveness [75, 76]. A specific example is when the police take the initiative in handling complex cases with never-before-tried methods, such as scientific crime investigations, which have the potential to produce more effective solutions.

5.4. Organizational Culture Moderating

Organizational culture positively moderated the relationship between innovation and police performance ($\beta = 0.196$; $p = 0.037$), supporting the fourth hypothesis (H4). These findings show that a culture that promotes innovation creates an environment conducive to new ideas, increasing the impact of innovation, in line with Institutional Theory [70] and RBV [77, 78]. For example, a culture that values experimentation and learning from failure encourages innovation, which is essential for the National Police to carry out various complex tasks and achieve creative breakthroughs. In contrast, organizational culture weakens the relationship between proactivity and performance ($\beta = -0.233$; $p = 0.003$), rejecting the

fifth hypothesis (H5). This result indicates that a dominant hierarchical culture inhibits proactive initiatives. Operational tasks are carried out based on Standard Operating Procedures (SOPs), and employees tend to work according to orders, which limits their ability to take initiatives, even though they have the authority to exercise discretion at personal risk.

Organizational culture does not significantly moderate the relationship between risk-taking and performance ($\beta = 0.066$; $p = 0.258$), rejecting the sixth hypothesis (H6). The results of this study show that the current culture is not sufficiently supportive of strategic risk-taking, in Imran [79] and Wang, et al. [41]. After separating from the Indonesian Armed Forces, the National Police underwent structural, operational, and cultural changes and were subject to the general judicial system. A new culture of *civilian police* emerged, characterized by a tendency to be selective in taking risks. In the future, the National Police, especially the Police, need to be given an understanding and training related to measurable risk-taking to improve organizational performance.

5.5. Organizational Ambidexterity Moderating

Organizational ambidexterity does not significantly moderate the relationship between innovation and performance ($\beta = -0.102$; $p = 0.270$), rejecting the seventh hypothesis (H7). This shows that the police have not been optimal in managing exploration and exploitation, although this is considered important in the Institutional Theory [60]. Organizational ambidexterity significantly strengthened the relationship between proactivity and performance ($\beta = 0.173$, $p = 0.032$), supporting Hypothesis 8. This result suggests that ambidexterity helps the Police adjust proactively, in line with previous studies [60, 89]. This output can be observed when the police respond promptly to shifts in community needs while maintaining existing services. For example, services that were previously manual and in-office have evolved into mobile, online, and digital-based services.

Organizational ambidexterity did not significantly moderate the relationship between risk-taking and performance ($\beta = -0.125$; $p = 0.062$), thereby rejecting Hypothesis 9. This output highlights the challenge of balancing exploration and exploitation in risk-taking, aligning with the findings of Shi et al. The tension between trying new things and maintaining stable habits can hinder risk-taking. Overall, these findings contribute to the literature on entrepreneurial orientation in public organizations, particularly in the police, with a strong theoretical perspective grounded in Institutional Theory and the Resource-Based View (RBV).

5.6. Theoretical Implications

This study reinforces Institutional Theory DiMaggio and Powell [87] by demonstrating how police organizations respond to external pressures and societal expectations through Entrepreneurial Orientation (EO). The findings confirm that EO is applicable beyond business settings, thus enhancing public sector effectiveness. From a Resource-Based View (RBV) [88], EO emerges as a strategic internal capability that enhances police performance. Additionally, this study provides new insights into the moderating roles of organizational culture and ambidexterity, which can amplify or weaken the impact of EO on performance. It expands the understanding of ambidexterity in the public sector, a concept previously explored mainly in business contexts. The results indicate that ambidexterity strengthens the relationship between proactivity and performance but does not significantly affect innovation and risk-taking. These findings suggest that police organizations should selectively apply ambidexterity strategies to foster proactivity, particularly in hierarchical environments.

5.7. Practical Implications

This study provides several actionable recommendations for police leadership to enhance organizational performance through effective organizational design (EO), organizational culture, and ambidexterity. A key implication is the fostering of an innovative culture. Police leaders should foster an open environment that rewards creative ideas, facilitates structured discussions on innovation, and encourages personnel to contribute to service improvements. Moreover, the findings highlight that a hierarchical culture can hinder proactivity. Thus, shifting toward a more participatory and collaborative approach is essential. Transformational leadership training for police chiefs can foster empowerment and enhance their decision-making flexibility. Delegating more authority over operational personnel can improve their adaptability.

Another critical step is optimizing organizational ambidexterity. Establishing two strategic teams—one focused on innovation and the other on operational efficiency—can help maintain a balance between exploration and exploitation. This structure allows innovation without compromising the daily operational effectiveness. While risk taking can positively impact performance, cultural barriers often limit its implementation. The National Police should establish clear guidelines on measurable risk taking, including risk management frameworks and impact assessments. Specialized training in risk analysis and crisis management can further enhance personnel readiness in dynamic situations. Finally, human resource development is crucial for EO optimization. A targeted training curriculum covering innovation, proactivity, and risk-taking should be introduced, incorporating creative problem solving, project management, and technology-driven policing strategies. Additionally, a crowdsourcing-based digital platform can facilitate the sharing of ideas among personnel and the community, further enhancing service quality.

6. Conclusions

This study confirms that Entrepreneurial Orientation (EO), comprising innovation, proactivity, and risk-taking, has a significant positive impact on the performance of Indonesian police organizations. The innovation dimension has been proven to enhance police performance by enabling the development of services that are more responsive to community needs, the adoption of more efficient work methods, and the exploration of innovative public service strategies. Proactivity also plays a crucial role in increasing organizational effectiveness, where police who are able to anticipate environmental changes and

take strategic initiatives are superior in maintaining social stability and community security. Of the three EO dimensions, risk-taking emerged as the strongest predictor of police performance. Courage in making strategic decisions amid uncertainty, especially in policing operations and crisis management, allows organizations to act more flexibly and improve operational effectiveness.

In addition to EO, this study also highlights the role of organizational culture in moderating the relationship between innovation and police performance. An organizational culture that is open to change and supports innovative experimentation amplifies the positive impact of EO on performance. By contrast, hierarchical and bureaucratic cultures can inhibit proactivity and limit the effectiveness of innovation strategies. Organizational ambidexterity, which refers to the ability to balance the exploration of new opportunities and the exploitation of internal resources, was found to strengthen the relationship between proactivity and performance, but had no significant impact on the relationship between innovation and risk-taking and performance. These results indicate that the application of ambidexterity in the police necessitates a more targeted strategy to achieve an optimal impact on increasing organizational effectiveness.

Overall, this study provides empirical evidence that the implementation of EO, reinforced by an innovative organizational culture and appropriate ambidexterity strategies, is an effective approach to improving Police Department performance. The results of this study have strategic implications for the National Police, particularly in developing policies that are more adaptive, innovative, and focused on enhancing the quality of public services. The National Police are advised to adopt programs that foster a culture of innovation, grant greater autonomy to personnel in decision-making, and develop more structured mechanisms for ambidexterity to enhance operational effectiveness in the face of increasingly complex and dynamic security challenges.

6.1. Research Limitations

Although this study makes significant theoretical and practical contributions to the literature, certain limitations should be noted. First, the scope of the research is limited to the Police in Indonesia; therefore, generalizing the results to police institutions in other countries requires a comparative study. Second, the use of the self-report survey method has the potential to introduce subjectivity bias; therefore, future research is recommended to employ data triangulation, such as in-depth interviews and field observations, to enhance the validity of the results. Third, the cross-sectional approach used does not allow long-term dynamic analysis; therefore, longitudinal research is recommended to understand changes in EO, organizational culture, and ambidexterity to organizational performance in more depth.

6.2. Suggestions for Future Research

Further research is recommended to expand the scope by involving more Police Stations or police institutions in other countries, applying a mixed-methods approach to gain a richer understanding, and integrating other factors, such as strategic leadership and the use of technology, to increase the effectiveness of EO in the public sector. With a more comprehensive approach, future research is expected to strengthen the understanding of institutional police strategies and optimize the performance of public organizations.

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Appendix 1.
Research Instrument.

Variable	Dimensions/Indicators	Reference
Entrepreneurial Orientation (EO)	Innovativeness The Police are known as innovators within the ranks of law enforcement. Promotion of innovative new services at the Police Station. The emergence of innovations in the implementation of main tasks. Experiment or experiment with a new service. Reputation as the best Police Station in developing new ways.	Boso, et al. [7]
	Proactiveness Leaders tend to be interested in high-risk services. Demonstrate tolerance for high-risk services. Adapting services to the needs of a dynamic society.	Boso, et al. [7]
	Risk Taking Taking initiatives in achieving operational targets. Act profitably in maintaining Kamtibmas. Taking the initiative to capitalize on opportunities in community service.	Boso, et al. [7]
Organisational Culture (OC)	Clan Culture The National Police institution is solid, like a family. The National Police institution prioritises moral, ethical, and family values.	Khedhaouria, et al. [55]
	Adhocracy Culture Dynamic and competitive. Visionary and innovative leadership. Focus on performance improvement and innovation.	Khedhaouria, et al. [55]
	Hierarchical Culture Prioritising stability, security, and task efficiency. Be consistent in implementing formal rules. Formal institutions are structured based on SOPs.	Khedhaouria, et al. [55]
	Market Culture Emphasising competitive actions in achieving work targets. Result-oriented to achieve goals.	Khedhaouria, et al. [55]
Organisational Ambidexterity (OA)	Receiving requests for services that exceed the standard. Create new services. Experiment with new services. Commercialising a completely new service. Take advantage of new opportunities often. Using the new distribution channel. Improving existing services. Make minor adaptations to the service. Introducing enhanced services for the local market. Improve service efficiency. Scaling economies of scale in existing markets. Extend services to existing clients.	Ferreras-Méndez, et al. [60]
Organisational Performance (OP)	Performance assessment mechanism in the Police work unit. Strict adherence to protocols. Delegation of responsibility with authority. Decision-making power and range of control. The implementation of duties is based on SOPs. Policies related to systematic working hours, leave, and shifts. Communication Patterns within Work Units. Working relationship between superiors and subordinates. Environment, culture, and working conditions affect performance. Determination of performance standards in the implementation of duties.	Kapuria and Maguire [85]