

Strategic Human Resource Management and Organizational Justice in the Indonesian Police: Psychological Safety as a Mediator Toward Institutional Integrity

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Abstract

This study investigates the influence of Strategic Human Resource Management (SHRM) and Organizational Justice on Institutional Integrity within the Indonesian National Police, with Psychological Safety acting as a mediating variable. A cross-sectional survey was conducted with 100 police personnel from various units, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that SHRM and Organizational Justice significantly enhance both Psychological Safety and Institutional Integrity. Specifically, SHRM had a stronger direct impact on Psychological Safety ($\beta = 0.585$) and Institutional Integrity ($\beta = 0.333$) compared to Organizational Justice ($\beta = 0.464$ and $\beta = 0.233$, respectively). Psychological Safety also showed a significant positive effect on Institutional Integrity ($\beta = 0.410$), confirming its role as a mediating mechanism. Theoretically, this study contributes to public sector ethics by integrating psychological safety into models of institutional integrity. Practically, it highlights the importance of value-based HR strategies and justice-driven managerial practices in fostering ethical resilience in hierarchical public organizations.

Keywords: Strategic Human Resource Management, Organizational Justice, Institutional Integrity, Psychological Safety, Indonesian National Police



INTRODUCTION

In contemporary discourse on public sector governance—particularly within Global South contexts—the institutional integrity of law enforcement agencies has emerged as a critical area of concern. The Indonesian National Police (Polri), a key institution in maintaining legal order and social stability, continues to face scrutiny regarding ethical standards, organizational fairness, and public trust. Although post-authoritarian reforms have prioritized structural and procedural adjustments, the internal culture and strategic human resource systems remain underutilized as levers of ethical transformation (Domorenok et al., 2021; Fatima et al., 2020; Haeruddin, 2024; Kurniawan & Wahyudi, 2024).

Public expectations toward law enforcement institutions have evolved to demand not only operational competence but also moral legitimacy. In today's context, institutional credibility is shaped by more than policy outcomes—it hinges on perceived fairness, psychological safety, and normative consistency across all organizational levels (Gough et al., 2025; Oyindamola et al., 2022; Valerio, 2024). Thus, institutional integrity is no longer a symbolic aspiration; it is a functional prerequisite for public trust and democratic resilience (Chughtai et al., 2022; Wolfe & Lawson, 2020).

The literature conceptualizes integrity as the alignment between an organization's stated values, practices, and internal systems. Cultivating such integrity requires more than external enforcement mechanisms—it demands ethical leadership, participatory systems, and an internal climate that supports moral agency (Oyindamola et al., 2022; Wolfe & Lawson, 2020). In this regard, Strategic Human Resource Management (SHRM) has gained scholarly attention as a framework that links institutional reform with ethical transformation.

SHRM emphasizes the strategic alignment of recruitment, development, and performance systems with long-term organizational values, going beyond administrative efficiency to promote cultural sustainability (Arora et al., 2021; Beaton et al., 2022; Mousa & Arslan, 2025; Workman-Stark, 2020). In hierarchical and coercive environments such as the police, SHRM practices rooted in integrity—such as merit-based selection, values-based training, and ethical leadership mentoring—are essential to cultivating trust and moral discipline (Fitrianto et al., 2025a; Mutongwizo, 2022; Ramos et al., 2023). These practices can serve as drivers of internal accountability and cultural renewal (Komari & Sulistiowati, 2020).

Despite its theoretical promise, empirical evidence linking SHRM to ethical outcomes such as institutional integrity remains limited, especially in complex and

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politicized bureaucratic settings. The literature also lacks clarity regarding the psychological processes through which strategic HR initiatives influence moral behavior in public institutions (Burhan et al., 2023; Ren et al., 2023). This is particularly relevant in Indonesia's policing system, where rigid hierarchy and centralized command can constrain bottom-up ethical engagement.

To address these limitations, this study incorporates the concept of Organizational Justice, defined as employees' perceptions of fairness in procedures, distributions, and interpersonal treatment. Justice has been widely associated with ethical climates, institutional loyalty, and moral engagement (Al-Douri, 2020a; Lim & Kwak, 2022; Solinas-Saunders et al., 2024). In militaristic or paternalistic organizations like Polri, justice perceptions serve as an internal compass that shapes employee behavior and value alignment (Alotaibi, 2024; Hilal et al., 2024; Yoo, 2025).

Furthermore, this research introduces Psychological Safety as a mediating variable—defined as a shared belief that individuals can voice concerns, challenge misconduct, and engage in interpersonal risk-taking without fear of punishment (Edmondson & Bransby, 2023; Westover, 2025; Yang, 2021). In highly hierarchical environments, the presence of psychological safety is essential to foster whistleblowing, ethical discourse, and internal accountability (Cazan, 2023; Potipiroon & Wongpreedee, 2020; Singh & Jha, 2023). It also facilitates the internalization of organizational values, particularly when reinforced by justice and strategic HR systems (Ip et al., 2025; Ouyang et al., 2022; Seo & Kim, 2022).

Nevertheless, studies that simultaneously examine SHRM, organizational justice, and psychological safety within a unified framework of institutional integrity are still scarce—especially in law enforcement institutions susceptible to politicization and inertia (Azam & Bouckaert, 2024; Mangai et al., 2023). This study aims to fill that gap by analyzing how SHRM and justice influence institutional integrity, and whether psychological safety mediates these relationships within the Indonesian National Police.

Theoretically, this research contributes to the literature on public sector ethics by integrating psychological dimensions into the model of institutional integrity. Practically, it offers policy-relevant insights for HR reform and ethical leadership development in high-risk bureaucracies, emphasizing the strategic importance of fairness, safety, and value-driven human resource systems (Dollard & Bailey, 2021; Hilal et al., 2024).



LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM) is a value-oriented approach to managing human resources by aligning HR policies and practices with long-term organizational goals, including ethical performance, professional conduct, and cultural integrity (Mousa & Arslan, 2025). Unlike traditional administrative HRM, SHRM emphasizes the proactive role of HR in shaping ethical behavior through strategic interventions such as merit-based recruitment, leadership development, and value-driven performance evaluation (Arora et al., 2021).

In the context of public sector institutions, particularly in transitional bureaucracies like the Indonesian National Police (Polri), SHRM is not only instrumental for operational efficiency but also serves as a foundational mechanism for cultivating integrity and public legitimacy (Beaton et al., 2022; Domorenok et al., 2021). Fitrianto et al. (2025) argue that Polri's HR practices remain largely rooted in rule-based bureaucratic systems, lacking the strategic depth necessary for ethical transformation.

As Haeruddin (2024) notes, entrenched hierarchies and centralized control often hinder HR reform in law enforcement agencies, necessitating an integration of SHRM with other behavioral variables such as justice perceptions and psychological safety. Accordingly, SHRM can function as a form of "soft governance," promoting ethical conduct not through external enforcement, but via internal norm-building and value internalization (Oyindamola et al., 2022).

Organizational Justice and Normative Engagement

Organizational justice refers to employees' perceptions of fairness in organizational procedures, outcomes, and interpersonal treatment. It encompasses three core dimensions: distributive justice (fairness in outcome allocation), procedural justice (fairness in decision-making processes), and interactional justice (respect and transparency in interpersonal interactions) (Lim & Kwak, 2022). These dimensions are essential in shaping employees' trust, moral engagement, and commitment to institutional goals.

In bureaucratic and hierarchical institutions like Polri, the perception of justice plays a pivotal role in fostering ethical compliance and normative loyalty. When personnel perceive equitable treatment in promotion, discipline, and evaluation, they are more likely to identify with institutional values and behave in ways that uphold organizational integrity (Solinas-Saunders et al., 2024).



Al-Douri (2020) underscores that justice perceptions strongly influence job satisfaction and ethical behavior, while Yoo (2025) highlights their function in promoting whistleblowing and resistance to corrupt practices. Moreover, Halbusi et al. (2021) argue that justice-oriented leadership can significantly reinforce the link between ethical values and individual conduct.

However, in the Indonesian context, justice within Polri remains problematic. Fitrianto et al. (2025) note the persistence of non-meritocratic practices, patronage systems, and inconsistent sanctions, all of which contribute to institutional cynicism and moral disengagement. Alotaibi (2024) further emphasizes that fairness in performance appraisal significantly influences satisfaction and trust in public institutions—particularly in rigid and militaristic settings.

Organizational justice, when integrated into SHRM, acts as a critical transmission mechanism that enables strategic HR policies to translate into ethical workplace behaviors. Fairness in HR processes reinforces employee perceptions of legitimacy and strengthens the internalization of institutional values.

Psychological Safety as Mediator of Ethical Functioning

Psychological safety is defined as a shared belief that the organizational environment is conducive to interpersonal risk-taking, where individuals can express concerns, offer feedback, or report unethical behavior without fear of retaliation or embarrassment (Edmondson & Bransby, 2023). This construct is particularly critical in hierarchical institutions like the police, where power asymmetries and rigid command structures often inhibit open communication and ethical dissent.

In the context of Polri, psychological safety is fundamental to enabling ethical dialogue and whistleblowing. When personnel perceive the environment as psychologically unsafe, they are more likely to conform passively or remain silent, thereby allowing unethical practices to persist unchallenged (Potipiroon & Wongpreedee, 2020). Conversely, the presence of psychological safety facilitates moral agency and participatory reform, encouraging individuals to report misconduct and engage in constructive critique (Seo & Kim, 2022).

Singh & Jha (2023) emphasize that in collectivist or authority-driven cultures, the lack of psychological safety can entrench compliance and discourage innovation. Hilal et al. (2024) further argue that psychological safety is not only an individual perception but a product of HR policies that prioritize fairness, capacity-building, and emotional support.



In this sense, psychological safety operates as both an organizational outcome and a mediating mechanism that links strategic HR initiatives with ethical behavior.

Moreover, studies show that psychological safety contributes to the effectiveness of public reform initiatives by reinforcing the internalization of ethical norms and supporting proactive behavior (Arora et al., 2021; Habiburrochman et al., 2024). Thus, it is a key enabler of integrity-building, especially in environments where political pressures or traditional authority structures may otherwise suppress ethical voice.

Accordingly, this study positions psychological safety as a mediating variable that connects Strategic Human Resource Management (SHRM) and Organizational Justice with Institutional Integrity. Without a safe climate for communication and accountability, even the most well-designed HR strategies may fail to produce ethical outcomes.

Institutional Integrity and Internal Alignment

Institutional integrity refers to the degree of alignment between an organization's espoused values and its actual behaviors, policies, and operational practices. In the public sector—particularly in law enforcement institutions such as the Indonesian National Police (Polri)—integrity is more than a normative ideal; it is a prerequisite for sustaining public trust, institutional legitimacy, and long-term governance stability (Oyindamola et al., 2022; Yoo, 2025).

Domorenok et al. (2021) emphasize that structural reform alone is insufficient to ensure ethical performance. Integrity must be embedded in the internal functioning of public institutions through value-driven leadership, coherent HR systems, and ethical cultural norms. This internalization is essential in contexts like Indonesia, where legalistic frameworks often coexist with political patronage and bureaucratic inertia.

Habiburrochman et al. (2024) further argue that anticorruption strategies and institutional reform must incorporate human-centered approaches—specifically those that address professional ethics, transparency, and value congruence between individual behavior and organizational goals. In this regard, institutional integrity is not merely a result of external accountability mechanisms such as audits or investigations; it is a product of daily organizational life shaped by HR policies and internal climate.

Haeruddin (2024) and Solinas-Saunders et al. (2024) provide empirical support for the view that institutional integrity is closely tied to justice perceptions and internal governance practices. Their studies indicate that when personnel perceive fairness and inclusion in decision-making, they are more likely to exhibit behaviors consistent with the institution's ethical mission.



Beaton et al. (Beaton et al., 2022) expand on this by suggesting that public institutions should not rely solely on formal codes of conduct. Instead, integrity should be cultivated as a shared organizational culture through leadership role modeling, internal dialogue, and aligned performance systems.

Three essential conditions support institutional integrity:

1. Incentive structures aligned with integrity-based goals,
2. A psychologically safe environment that permits ethical voice and internal critique, and
3. Perceived procedural and interpersonal justice that sustains trust and cohesion (Hilal et al., 2024; Yoo, 2025).

In Polri's context, this implies that strengthening institutional integrity requires systemic attention to SHRM practices, justice perceptions, and psychological safety. Ethical leadership alone is insufficient without complementary HR strategies and an enabling organizational climate. Therefore, institutional integrity is best understood as an emergent property of ethical alignment across strategic, cultural, and psychological domains.

Theoretical Synthesis

The interplay between Strategic Human Resource Management (SHRM), Organizational Justice, Psychological Safety, and Institutional Integrity reveals a complex but cohesive framework for ethical development in public institutions. In organizations like the Indonesian National Police (Polri), where formal hierarchy, centralized decision-making, and rigid routines prevail, reform efforts must simultaneously target systemic, cultural, and psychological domains (Fitrianto et al., 2025a; Haeruddin, 2024).

SHRM functions as the structural backbone of ethical transformation. When HR systems are strategically designed around integrity—through merit-based recruitment, value-oriented training, and ethical performance evaluation—they send strong normative signals to personnel (Arora et al., 2021; Mousa & Arslan, 2025). However, these systems must be perceived as fair and just to generate legitimacy and commitment (Lim & Kwak, 2022).

Organizational justice acts as a cultural bridge between managerial systems and employee perception. When personnel perceive fairness in procedures, outcomes, and interpersonal interactions, they are more likely to internalize institutional values and adhere to ethical standards (Al-Douri, 2020a; Solinas-Saunders et al., 2024; Yoo, 2025).



Conversely, perceived injustice can trigger cynicism, silence, and disengagement, undermining SHRM efforts (Alotaibi, 2024; Fitrianto et al., 2025).

Psychological safety connects these structural and cultural elements to behavioral outcomes. It enables personnel to speak up, report misconduct, and engage in moral dialogue without fear—thus acting as a mediating condition that empowers ethical behavior (Edmondson & Bransby, 2023; Potipiroon & Wongpreedee, 2020). Several studies have demonstrated that psychological safety is enhanced in organizations where justice is upheld and HR systems are transparent and participatory (Hilal et al., 2024; Singh & Jha, 2023).

Thus, institutional integrity is not an isolated product of policy or control, but an outcome of integrated systems that reinforce ethical norms at all organizational levels. The synergy between SHRM and organizational justice fosters a supportive psychological climate—enabling employees to align personal conduct with institutional ethics and to participate actively in maintaining organizational accountability (Beaton et al., 2022; Oyindamola et al., 2022).

In summary:

1. SHRM provides the strategic structure for embedding values,
2. Organizational Justice ensures cultural legitimacy and fairness, and
3. Psychological Safety enables ethical expression and internal accountability.

These components operate together to generate a virtuous cycle of ethical reinforcement, which is essential for institutional integrity—especially in high-risk, hierarchical organizations such as Polri.

Theoretical Framework and Conceptual Model

Building on the theoretical synthesis above, this study proposes a conceptual framework that articulates the relationships between Strategic Human Resource Management (SHRM), Organizational Justice, Psychological Safety, and Institutional Integrity. This framework aims to explain not only the direct effects of SHRM and justice on institutional integrity, but also the mediating role of psychological safety in these relationships.

In this framework:

- SHRM is conceptualized as a system of ethically driven practices—such as merit-based recruitment, integrity-oriented capacity development, and value-based performance evaluation—that serve to embed institutional values in everyday operations (Arora et al., 2021; Fitrianto et al., 2025a; Mousa & Arslan, 2025).

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- Organizational Justice reflects employees' perceptions of procedural, distributive, and interactional fairness in managerial processes. Justice acts as a key cultural input that fosters moral loyalty and institutional identification, particularly in hierarchical institutions like Polri (Al-Douri, 2020a; Lim & Kwak, 2022; Solinas-Saunders et al., 2024).
- Psychological Safety serves as the internal mechanism that allows personnel to actualize ethical behaviors, express dissent, and report misconduct without fear. It is cultivated through supportive leadership, transparent systems, and organizational justice (Edmondson & Bransby, 2023; Hilal et al., 2024).

Accordingly, the conceptual model outlines two principal pathways toward Institutional Integrity:

1. Direct Pathways:
 - a. SHRM → Institutional Integrity
 - b. Organizational Justice → Institutional Integrity
2. Indirect Pathways via Psychological Safety:
 - a. SHRM → Psychological Safety → Institutional Integrity
 - b. Organizational Justice → Psychological Safety → Institutional Integrity

From this framework, the study formulates the following hypotheses:

1. H1: Strategic Human Resource Management positively influences Institutional Integrity.
2. H2: Organizational Justice positively influences Institutional Integrity.
3. H3: Strategic Human Resource Management positively influences Psychological Safety.
4. H4: Organizational Justice positively influences Psychological Safety.
5. H5: Psychological Safety positively influences Institutional Integrity.
6. H6: Psychological Safety mediates the effect of SHRM on Institutional Integrity.
7. H7: Psychological Safety mediates the effect of Organizational Justice on Institutional Integrity.

Conceptual Model Diagram:



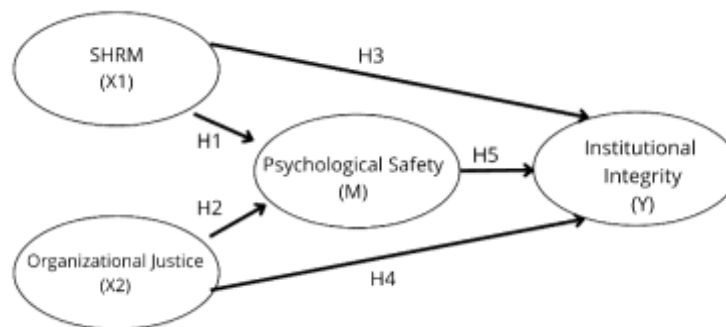


Figure 1: Conceptual Framework of the Study

This figure visually depicts the hypothesized relationships among Strategic Human Resource Management (X1), Organizational Justice (X2), Psychological Safety (M), and Institutional Integrity (Y). Arrows represent direct (H1–H5) and mediating (H6–H7) paths of influence.

This framework is visualized in Figure 1, which illustrates the direct and indirect paths among the study variables. It reflects a multilevel mechanism through which strategic systems and fairness perceptions interact with psychological factors to shape integrity within a hierarchical public institution.

RESEARCH METHODOLOGY

Research Design

This study employed a quantitative explanatory approach aimed at testing the causal relationships among Strategic Human Resource Management (SHRM), Organizational Justice, Psychological Safety, and Institutional Integrity. The selection of this design is appropriate for examining theory-driven hypotheses and for analyzing structural relationships among latent variables using inferential statistical techniques.

The research employed a cross-sectional design, whereby data were collected at a single point in time from a target population. The proposed model was tested using Partial Least Squares Structural Equation Modeling (PLS-SEM), a technique well-suited for evaluating mediation models, handling non-normal data distributions, and accommodating moderate sample sizes (Hair et al., 2021).

Population and Sample

The study population comprised active-duty personnel of the Indonesian National Police (Polri), specifically those assigned to operational and administrative units. A purposive sampling technique was employed based on the following inclusion criteria:

1. Holding ranks from junior non-commissioned officers to first-level commissioned officers;
2. Having a minimum of two years of service experience; and
3. Having previous involvement in HR training or capacity-building programs.

A total of 100 eligible respondents participated and met the inclusion criteria. This sample size meets the minimum requirements for PLS-SEM analysis, in line with the “10-times rule”, which stipulates that the sample should be at least 10 times the number of indicators used for the most complex construct.

Instruments and Measurement

Data were gathered using a structured, self-administered questionnaire designed with a 5-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5). Each latent construct was measured using five indicators adapted from reputable sources to ensure theoretical relevance and contextual alignment with the Indonesian police environment.

Strategic Human Resource Management (X1)

Measured through five indicators reflecting: (1) merit-based recruitment, (2) ethics-oriented training and development, (3) employee involvement in decision-making, (4) values-based performance evaluation, and (5) alignment with organizational values. Items were adapted from Arora et al. (2021) and Mousa & Arslan (2025).

Organizational Justice (X2)

Assessed via five indicators representing: (1) procedural fairness, (2) distributive fairness, (3) interactional justice, (4) consistent treatment across personnel, and (5) transparency in decision-making. Indicators were drawn from the Colquitt justice model and enhanced with findings from Lim & Kwak (2022), Yoo (2025), and Solinas-Saunders et al. (2024).



Psychological Safety (M)

Measured through five items evaluating: (1) comfort in voicing concerns, (2) willingness to report misconduct, (3) openness to feedback, (4) supervisor support for transparency, and (5) absence of social threats. The scale was adapted from Edmondson & Bransby (Edmondson & Bransby, 2023) and Hilal et al. (2024).

Institutional Integrity (Y)

Operationalized with five indicators capturing: (1) ethical behavior consistency, (2) adherence to normative standards, (3) existence of internal reporting culture, (4) alignment of personal and institutional values, and (5) ethical leadership role modeling. These items were synthesized from Beaton et al. (2022), Haeruddin (2024), and Oyindamola et al. (2022).

All items underwent content validity testing using a pilot sample of 30 respondents to ensure clarity and internal consistency. Preliminary reliability analysis confirmed that all items met item-total correlation thresholds and showed satisfactory reliability (Cronbach's alpha > 0.7).

Data Analysis Techniques

Data were analyzed using PLS-SEM with the latest version of SmartPLS software. The analysis followed a two-step procedure:

1. Measurement Model (Outer Model) Assessment

To examine indicator reliability (loading ≥ 0.7), internal consistency reliability (Cronbach's alpha and composite reliability), convergent validity (Average Variance Extracted ≥ 0.5), and discriminant validity (HTMT < 0.90).

2. Structural Model (Inner Model) Assessment

To test the significance of hypothesized relationships and mediation effects using bootstrapping with 5,000 subsamples. Additional model evaluation criteria included R^2 (coefficient of determination), Q^2 (predictive relevance), f^2 (effect size), and t-statistics ($t \geq 1.96$ for $p < 0.05$).

This approach ensured robust assessment of both the psychometric properties of the measurement model and the causal paths specified in the theoretical framework.

Research Ethics

This study obtained internal ethical clearance in accordance with institutional research protocols. Prior to participation, all respondents received a clear explanation of

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the study's objectives, including assurances of anonymity, confidentiality, and the voluntary nature of participation. Respondents provided informed consent, and all data collected were used solely for academic purposes, with personal identifiers removed to ensure privacy protection.

RESULTS AND DISCUSSION

Demographic Profile of Respondents

This study involved 100 valid respondents from various divisions within the Indonesian National Police (Polri). The demographic profile, summarized in Table 1, reflects a well-distributed sample across gender, age, rank, years of service, educational attainment, and exposure to ethics-related training.

The gender composition was predominantly male (85%), which aligns with the general structure of law enforcement institutions. The age of respondents was fairly balanced, with 32% each in the 20–29 and 30–39 age groups, and 36% aged 40 or above, suggesting a mixture of early-career, mid-career, and senior personnel.

Rank-wise, the largest group of respondents were from the non-commissioned officer level (Bintara, 50%), followed by First-level Commissioned Officers (30%), and Middle- to High-ranking Officers (20%). This distribution ensures a multi-level organizational perspective on integrity, HRM, and internal culture.

Regarding tenure, 33% had served fewer than 5 years, 34% had 5–10 years of service, and another 33% had over 10 years of experience—indicating a balanced representation across different levels of institutional exposure.

In terms of unit assignment, the largest group came from operational divisions (29%), followed by traffic (23%), criminal investigation (18%), administration (16%), and others such as intelligence and community service (Binmas) units (14%).

The respondents' educational background showed that a majority (56%) held high school or diploma-level education (SMA/D3), while 40% had completed undergraduate degrees (S1), and 4% held postgraduate qualifications (S2/S3). Notably, 54% of respondents had participated in ethics or integrity training, while 46% had not, highlighting the varying levels of formal exposure to institutional ethics across the force.



Table 1. Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	85	85%
	Female	15	15%
Age	20–29 years	32	32%
	30–39 years	32	32%
	≥40 years	36	36%
Rank	Bintara	50	50%
	Perwira Pertama	30	30%
	Perwira Menengah/Tinggi	20	20%
Length of Service	< 5 years	33	33%
	5–10 years	34	34%
	>10 years	33	33%
Unit Assignment	Operational	29	29%
	Traffic Division	23	23%
	Reserse	18	18%
	Administration	16	16%
	Others (Intelligence/Binmas)	14	14%
Education Level	SMA/D3	56	56%
	S1	40	40%
	S2/S3	4	4%
Ethics Training	Yes	54	54%
	No	46	46%

Descriptive Statistics of Research Variables

Descriptive statistics were used to identify the general tendencies and variability of the responses across all constructs. Table 2 summarizes the mean, standard deviation, minimum, and maximum values for each item associated with the four constructs:



Strategic Human Resource Management (X1), Organizational Justice (X2), Psychological Safety (M), and Institutional Integrity (Y).

Overall, the mean scores for the items ranged from 2.65 to 3.22, suggesting that respondents generally held neutral to slightly positive perceptions regarding the constructs being measured. The standard deviations ranged from 0.67 to 0.97, indicating moderate variability in the responses.

Among the items measuring Strategic Human Resource Management (X1), item X1_4 had the highest mean (3.02), indicating a relatively more favorable view of the organization's performance evaluation system. Conversely, item X1_5 recorded the lowest mean (2.82), suggesting room for improvement in HR policies related to transparency and accountability.

In the case of Organizational Justice (X2), all five items scored mean values below 3.00, with item X2_2 having the lowest (2.65), reflecting relatively critical perceptions of fairness in decision-making processes. This result aligns with previous findings on the challenges of achieving procedural fairness within hierarchical law enforcement systems (Domorenok et al., 2021).

For the construct Psychological Safety (M), item M2 ("I feel safe expressing criticism") scored the highest mean (3.22), suggesting that respondents generally felt moderately safe to express divergent opinions, though the overall values indicate that psychological safety is still not strongly entrenched in the organizational culture.

Regarding Institutional Integrity (Y), the highest item mean was 3.04 (Y2), indicating a slightly stronger agreement that the organization aligns decisions with values of public integrity. Nevertheless, other items hovered closer to the neutral point, suggesting a need for continued reinforcement of ethical consistency and transparency.

Table 2. Descriptive Statistics of Research Items

Construct	Item	Mean	Min	Max	Std. Dev
SHRM (X1)	X1_1	2.89	1	5	0.89
	X1_2	2.85	1	5	0.85
	X1_3	2.88	1	5	0.83
	X1_4	3.02	1	5	0.86
	X1_5	2.82	1	5	0.85



Organizational Justice (X2)	X2_1	2.86	1	5	0.80
	X2_2	2.65	1	5	0.73
	X2_3	2.70	1	5	0.67
	X2_4	2.67	1	4	0.69
	X2_5	2.70	1	5	0.79
Psychological Safety (M)	M1	2.96	1	5	0.87
	M2	3.22	1	5	0.81
	M3	3.05	1	5	0.92
	M4	2.99	1	5	0.87
	M5	3.02	1	5	0.91
Institutional Integrity (Y)	Y1	2.96	1	5	0.96
	Y2	3.04	1	5	0.93
	Y3	2.87	1	5	0.91
	Y4	2.88	1	5	0.97
	Y5	2.92	1	5	0.91

Measurement Model Evaluation

To assess the reliability and validity of the measurement model, both individual indicator loadings and construct-level metrics were evaluated using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The analysis focused on internal consistency reliability, convergent validity, and indicator reliability.

Indicator Reliability

Indicator reliability was examined using outer loading values. According to Hair et al. (2021), standardized loading values should ideally exceed 0.70 to confirm that indicators reliably reflect their respective constructs. As shown in Table 3, all item loadings range from 0.861 to 0.940, indicating strong indicator reliability. Each item is well-aligned with its latent construct, confirming that the measurement items are appropriate representations of their dimensions.



Internal Consistency Reliability

Internal consistency reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). Table 4 indicates that all constructs exceeded the recommended threshold of 0.70, with Cronbach's Alpha ranging from 0.935 to 0.948 and CR values from 0.951 to 0.960, confirming excellent internal reliability.

Convergent Validity

Convergent validity was evaluated using the Average Variance Extracted (AVE). AVE values above 0.50 indicate that more than half of the variance in the indicators is explained by the latent construct. In this study, all constructs reported AVE values between 0.794 and 0.827, which clearly exceed the threshold and support good convergent validity.

Table 3. Outer Loadings of Measurement Items

Construct	Indicator	Loading
Strategic HRM (X1)	X1_1	0.916
	X1_2	0.902
	X1_3	0.889
	X1_4	0.882
	X1_5	0.915
Organizational Justice (X2)	X2_1	0.889
	X2_2	0.895
	X2_3	0.923
	X2_4	0.887
	X2_5	0.861
Psychological Safety (M)	M1	0.889
	M2	0.906
	M3	0.921
	M4	0.940
	M5	0.874
Institutional Integrity (Y)	Y1	0.929
	Y2	0.890
	Y3	0.907
	Y4	0.933



	Y5	0.886
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Table 4. Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Strategic HRM (X1)	0.942	0.956	0.812
Organizational Justice (X2)	0.935	0.951	0.794
Psychological Safety (M)	0.946	0.958	0.822
Institutional Integrity (Y)	0.948	0.960	0.827

Structural Model Evaluation and Hypothesis Testing**Structural Model Evaluation**

The structural model was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with a bootstrapping procedure of 5,000 resamples, as recommended by Hair et al. (2021). The evaluation focused on path coefficients, t-statistics, p-values, and R² values to determine the explanatory power of the model and the statistical support for each hypothesis.

All hypothesized direct relationships were statistically significant at $p < 0.05$, indicating strong empirical support for the proposed conceptual framework. The results are summarized in Table 5.

Table 5. Path Coefficients and Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	t-Statistic	p-Value	Supported
H1	SHRM → Psychological Safety	0.585	10.522	< 0.001	Yes
H2	Organizational Justice → Psychological Safety	0.464	7.490	< 0.001	Yes



H3	SHRM Institutional Integrity →	0.333	4.438	< 0.001	Yes
H4	Organizational Justice → Institutional Integrity	0.233	2.668	0.008	Yes
H5	Psychological Safety → Institutional Integrity	0.410	4.283	< 0.001	Yes

These results confirm that both Strategic Human Resource Management (SHRM) and Organizational Justice have significant direct effects on Psychological Safety and Institutional Integrity. In particular, SHRM showed a strong influence on Psychological Safety ($\beta = 0.585$), suggesting that inclusive, ethically grounded HR practices can shape employees' perceptions of interpersonal trust and openness.

Furthermore, Organizational Justice had a significant effect on both Psychological Safety ($\beta = 0.464$) and Institutional Integrity ($\beta = 0.233$), reinforcing the view that fairness in processes, outcomes, and interpersonal treatment contributes to an ethical organizational climate.

Mediation Effects

To test the indirect pathways, mediation analysis was conducted. The bootstrapped results confirmed that Psychological Safety partially mediates the effect of both SHRM and Organizational Justice on Institutional Integrity:

- H6: SHRM → Psychological Safety → Institutional Integrity ($\beta = 0.191$, $t = 3.456$, $p < 0.001$)
- H7: Organizational Justice → Psychological Safety → Institutional Integrity ($\beta = 0.094$, $t = 2.837$, $p = 0.005$)

These findings underscore the importance of psychological safety as a mechanism through which formal systems (HRM and justice) influence ethical behavior and institutional trust. It highlights that values and policies must be supported by emotional and cognitive conditions conducive to ethical engagement.

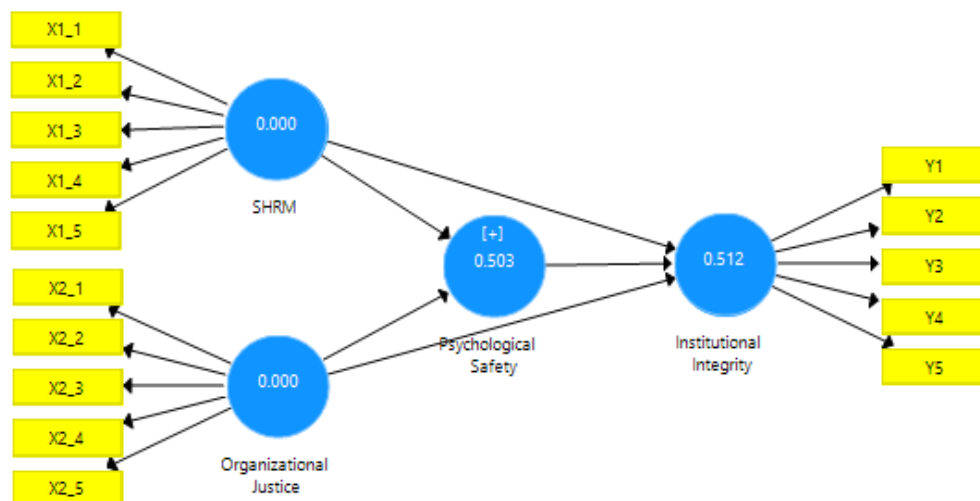


Table 6. R² Summary

Dependent Variable	R ²	R ² Adjusted
Psychological Safety	0.627	0.619
Institutional Integrity	0.632	0.620

The R² values demonstrate that the model has substantial explanatory power, with SHRM and Organizational Justice explaining 62.7% of the variance in Psychological Safety, and the full model accounting for 63.2% of the variance in Institutional Integrity.

The figure below presents the standardized path coefficients generated through PLS-SEM analysis. The model captures both direct and indirect effects between Strategic Human Resource Management (SHRM), Organizational Justice, Psychological Safety, and Institutional Integrity. All pathways are shown with their respective coefficients, which support the hypothesis testing results previously summarized in Table 5 and 6.

**Figure 2. Structural Model Estimation Results**

Mediation Analysis

To further examine the mediating role of Psychological Safety, the indirect effects were evaluated using the bootstrapping technique. The results are presented in Table 6.

The analysis revealed that Psychological Safety significantly mediates the relationship between SHRM and Institutional Integrity ($\beta = 0.240$, $t = 4.004$, $p < 0.001$), supporting Hypothesis 6. Similarly, the relationship between Organizational Justice and

Institutional Integrity was also mediated by Psychological Safety ($\beta = 0.190$, $t = 3.595$, $p < 0.001$), confirming Hypothesis 7.

Given that the direct effects from both SHRM and Organizational Justice to Institutional Integrity remain statistically significant, the results indicate partial mediation. This suggests that while SHRM and justice directly influence integrity, their effects are enhanced through the psychological safety of personnel within the institution.

These findings highlight the importance of fostering psychologically safe environments as a mechanism through which strategic and ethical management practices can translate into perceived institutional integrity.

Table 7. Indirect Effects (Mediation Analysis)

Hypothesis	Mediated Path	β	t-Statistic	p-Value	Conclusion
H6	SHRM → Psychological Safety → Institutional Integrity	0.240	4.004	0.000	Supported (Partial Mediation)
H7	Organizational Justice → Psychological Safety → Institutional Integrity	0.190	3.595	0.000	Supported (Partial Mediation)

DISCUSSION

The results of this study reinforce the theoretical proposition that Strategic Human Resource Management (SHRM) and Organizational Justice significantly contribute to Institutional Integrity in hierarchical public institutions such as the Indonesian National Police (Polri). These relationships are substantially mediated by Psychological Safety, which serves as a critical mechanism for the internalization of values and the enactment of ethical behavior. The discussion is structured according to key thematic contributions.

SHRM and the Enhancement of Integrity

Empirical support for the direct influence of SHRM on Institutional Integrity (H3) validates the central role of strategic, value-oriented human resource practices in shaping ethical organizational outcomes. This finding aligns with Arora et al. (2021) and Mousa & Arslan (2025), who emphasize that HRM should transcend administrative functionality and contribute to value formation. It is also echoed by Hilal et al. (2024) and Fitrianto et

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al. (2025), who highlight the significance of aligning HR practices with reform mandates in the Indonesian context.

SHRM mechanisms such as merit-based recruitment, ethics-centered training, and value-driven performance appraisal cultivate a sense of affective commitment and professional responsibility (Haeruddin, 2024). The relevance of these practices is supported by Ramos et al. (2023), whose study of Timor-Leste's police illustrates the influence of strategic leadership and HR culture on organizational citizenship behavior (OCB)—a proxy of institutional integrity.

Organizational Justice and Institutional Ethos

The significance of Organizational Justice (H4) in predicting Institutional Integrity underscores the ethical weight of procedural fairness, interpersonal dignity, and distributive transparency. This is consistent with Colquitt's tripartite justice model and further elaborated by Yoo (2025), who argues that justice perceptions represent internalized indicators of institutional ethos within public organizations.

In the context of rigid bureaucratic structures such as Polri, the presence of justice in disciplinary actions, promotion pathways, and interpersonal treatment is critical to fostering loyalty and moral engagement (Jameel et al., 2020; Solinas-Saunders et al., 2024). The literature also suggests that justice perceptions positively influence organizational identification and reduce cynical disengagement (Al-Douri, 2020; Alotaibi, 2024), reinforcing the results of this study.

Psychological Safety as a Bridge Between Values and Integrity

The mediating role of Psychological Safety (H6 & H7) represents a novel contribution to the institutional integrity literature. When personnel perceive the organizational environment as safe for voicing concerns, reporting misconduct, or questioning authority, they are more likely to demonstrate ethical agency and align their behavior with institutional values (Edmondson & Bransby, 2023; Seo & Kim, 2022).

This finding supports the work of Dollard & Bailey (2021), Westover (2025), and Beaton et al. (2022), who emphasize that Psychological Safety is not merely an affective condition, but a foundational prerequisite for sustained ethical reform. Moreover, Ip et al. (2025) and Remtulla et al. (2021). Relatedly, Potipiroon & Wongpreedee (2020) find that psychological safety fosters whistleblowing intentions—a key behavior in ensuring internal accountability.



Theoretical Contributions and Model Innovation

This study contributes to the advancement of integrity theory by positioning Psychological Safety as a mediating variable between managerial antecedents and ethical outcomes. It builds upon the frameworks of Wolfe & Lawson (2020) and Oyindamola et al. (2022), offering a more psychologically-informed explanation of how institutional norms are internalized and enacted.

Unlike previous models that focus solely on structural or procedural dimensions of integrity, this research introduces a multi-layered model suited to coercive bureaucracies in developing contexts. The findings resonate with the argument by Kleygrewe et al. (2022) that sustainable integrity-building requires context-sensitive HR strategies and adaptive leadership models. It also aligns with the integrity reform perspectives of Haeruddin (2024) and Azam & Bouckaert (2024), who stress the importance of integrating ethical development with cultural transformation.

Implications for Leadership in Public Institutions

These findings have clear practical implications. First, they highlight the critical role of ethical and participative leadership in embedding institutional integrity. Leaders who demonstrate moral courage and support transparent dialogue cultivate climates of trust and safety—essential conditions for ethical behavior and norm reinforcement (Burhan et al., 2023; Fatima et al., 2020).

Second, capacity-building must go beyond technical skills to include value-based simulation training, reflective mentorship, and the modeling of ethical standards (Borges et al., 2025; Komari & Sulistiowati, 2020). Within Polri, this necessitates leadership strategies that actively dismantle cultures of fear and favoritism, while promoting institutional reflexivity and internal accountability.

CONCLUSION

This study confirms the pivotal role of Strategic Human Resource Management (SHRM) and organizational justice in enhancing institutional integrity within law enforcement agencies. Psychological safety acts as a critical mediating factor, shaping how internal perceptions of fairness and support translate into broader ethical behavior and institutional trust.

Theoretically, by integrating SHRM, organizational justice, and psychological safety into a unified model, this study enriches existing frameworks in public sector ethics. It underscores that fostering psychological climates of safety and fairness is essential for

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meaningful, sustainable reform. Practically, the findings suggest that merit-based HR systems, ethical leadership development, and participatory governance are vital for institutional transformation—especially in high-pressure bureaucracies such as the police. Embedding justice and psychological safety into everyday routines can shift cultures from rule compliance to ethical resilience.

Despite these contributions, the study has limitations. Its cross-sectional design limits causal interpretation, and reliance on self-report surveys introduces potential bias. Furthermore, the sample is context-specific—limited to selected Indonesian police units—thus caution is needed in generalizing the findings. Future models could integrate additional variables such as institutional trust or ethical climate to further enrich understanding.

Building on this work, future research should adopt longitudinal approaches, diversify data sources, and test the model in comparative settings such as the judiciary or civil service. Interventional studies could explore how training or leadership reforms impact ethical outcomes in real-time institutional settings. Such efforts will deepen our understanding of how formal systems and psychological safety can co-produce ethical, high-performing public institutions.

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