
THE INFLUENCE OF TRAINING PROGRAMS, SELF-EFFICACY, AND WORK MOTIVATION ON THE PERFORMANCE OF INDONESIAN NATIONAL POLICE OFFICERS: AN EMPIRICAL STUDY AT THE SOUTH TANGERANG POLICE RESORT



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Abstract

The performance of police officers is a crucial factor in ensuring effective law enforcement and public service delivery. In modern policing environments, organizational support and individual psychological factors are considered important elements that shape officers' professional behavior and work outcomes. This study aims to examine the influence of training programs, self-efficacy, and work motivation on the performance of Indonesian National Police officers at the South Tangerang Police Resort. The research employed a quantitative approach using a survey design. Data were collected from 136 police officers through structured questionnaires and analyzed using multiple linear regression analysis. The findings indicate that training programs and work motivation are associated with police officers' performance, while self-efficacy shows a positive but less prominent relationship within the model. These results suggest that organizational initiatives such as structured training programs and supportive motivational environments play an important role in shaping professional performance among police officers. Overall, the study highlights the importance of integrating organizational development strategies and psychological factors to support effective policing practices.

Keywords: Training Programs, Self-Efficacy, Work Motivation, Police Performance, Organizational Behavior

INTRODUCTION

The performance of law enforcement officers represents a critical component in ensuring public security, maintaining social order, and strengthening public trust toward state institutions. In modern governance systems, police organizations are expected not only to enforce the law but also to provide professional public services, maintain community relations, and respond effectively to increasingly complex social challenges (Rasam et al., 2022). These demands require police officers to demonstrate high levels of competence, responsibility, and professionalism in performing their duties. Within the framework of organizational behavior, employee performance is influenced by various organizational and psychological factors that shape how individuals interpret their roles and carry out their responsibilities. In policing institutions, three important elements frequently associated with officers’ performance are training programs, self-efficacy, and work motivation (Le et al., 2023). Training programs represent structured organizational efforts to develop officers’ knowledge, technical skills, and professional attitudes. Self-efficacy reflects an individual’s belief in their ability to perform tasks effectively and overcome operational challenges. Work motivation represents the internal and external forces that direct officers’ commitment and persistence in carrying out their duties (Mubarok, Sari, Wibowo, 2025).

Table 1.
List of Police Sectors in the South Tangerang Area

Police Sector in South Tangerang	Number of Officers	Number of Bintara
Ciputat Police Sector	7	69
Pamulang Police Sector	7	69
Pondok Aren Police Sector	7	70
Serpong Police Sector	7	65
Cisauk Police Sector	7	65
Total	45	338

Source: Author’s elaboration (2025)

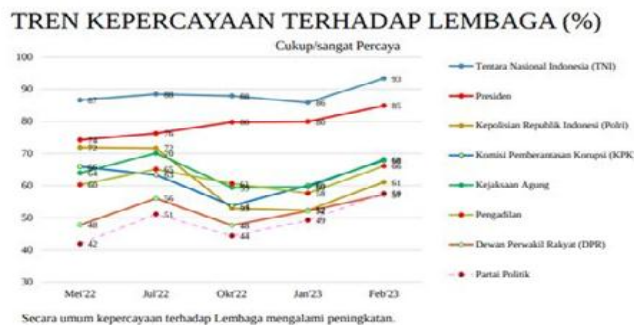


Figure 1.
Public Trust Performance in Institutions
 Source: Indonesian Political Indicators, 2023

Table 1 shows the organizational distribution of police personnel across five police sectors within the jurisdiction of the South Tangerang Police Resort, consisting of 45 officers and 338 Bintara personnel. This distribution illustrates that operational responsibilities within

the policing structure are largely carried out by Bintara officers who directly interact with the community in maintaining security, enforcing the law, and providing public services (Dzulraidi, 2023). Such a composition highlights the importance of understanding factors related to the professional performance of police personnel at the operational level. In addition, Figure 1 presents data on public trust toward state institutions in Indonesia, where the Indonesian National Police (Polri) appears among institutions receiving considerable public attention in terms of trust levels. The trend of institutional trust shown in the figure indicates that public perceptions of law enforcement agencies remain dynamic and closely linked to the quality of public service and professional conduct demonstrated by police officers.

Previous studies have examined various factors that shape employee performance in organizational settings. Research by (Apriliana & Nawangsari, 2021) suggests that employee performance is influenced by the interaction between individual characteristics, psychological mechanisms, and organizational conditions within the workplace. (Devi et al., 2022) emphasizes that self-efficacy plays a crucial role in shaping individuals' confidence in performing tasks, influencing how they approach challenges and persist in achieving work goals. Studies on organizational motivation conducted by (Ayalew et al., 2021) indicate that motivational factors related to recognition, responsibility, and work conditions are closely associated with individuals' engagement and commitment in the workplace. These theoretical perspectives highlight that employee performance is not solely determined by technical capability but also by psychological and organizational dynamics that shape individuals' attitudes and behaviors within institutions.

Despite the growing body of research on employee performance, several gaps remain in the literature, particularly within the context of law enforcement institutions. Many previous studies have focused on organizational performance in corporate or private-sector settings, while empirical investigations within policing institutions remain relatively limited. Additionally, research examining police performance often emphasizes structural or policy-related factors, leaving less attention to the psychological and behavioral mechanisms that influence officers' performance in their daily operational roles. Another limitation is that studies addressing training programs, self-efficacy, and work motivation are frequently examined separately rather than integrated within a comprehensive organizational behavior framework. This study addresses these gaps by examining the relationship between training programs, self-efficacy, and work motivation in shaping the performance of police officers within a law enforcement context. The novelty of this research lies in its empirical investigation of these variables within the institutional environment of the Indonesian National Police, particularly at the South Tangerang Police Resort, providing insights into how organizational and psychological factors interact in shaping officers' professional performance.

Based on these considerations, the objective of this study is to analyze the influence of training programs, self-efficacy, and work motivation on the performance of Indonesian National Police officers at the South Tangerang Police Resort. By examining these variables within an empirical organizational setting, this research seeks to provide a deeper understanding of the factors associated with police officers' performance in law enforcement institutions. The findings are expected to contribute to the development of organizational strategies that support the professional competence, psychological readiness, and work

engagement of police officers in carrying out their duties in public service and law enforcement.

RESEARCH METHOD

This study employed a quantitative approach aimed at analyzing the relationship between training programs, self-efficacy, and work motivation and the performance of Indonesian National Police (POLRI) officers within the South Tangerang Police Resort (Sugiyono, 2019). A quantitative approach was selected because it allows the relationships among variables to be examined objectively through statistical analysis, thereby providing empirical insights into factors related to police officers' performance. The research applied a survey research design with a causal approach, focusing on examining the relationships among the independent variables training programs and self-efficacy the mediating variable of work motivation, and the dependent variable of police officers' performance (Sugiyono, 2021). Through this design, the study seeks to understand the relationship between organizational factors and psychological factors in the context of the professional duties of police officers.

Table 2.
Distribution of Research Samples

Police Sector	Population (Ni)	Sample Calculation	Sample (ni)
Ciputat Police Sector	69	$69/338 \times 136$	28
Pamulang Police Sector	69	$69/338 \times 136$	28
Pondok Aren Police Sector	70	$70/338 \times 136$	28
Serpong Police Sector	65	$65/338 \times 136$	26
Cisauk Police Sector	65	$65/338 \times 136$	26
Total	338		136

Source: Author's elaboration (2025)

The population of this study consisted of all Bintara-ranked POLRI officers serving in five Police Sectors (Polsek) within the jurisdiction of the South Tangerang Police Resort, totaling 338 personnel. The sample was determined using a proportional random sampling technique, resulting in 136 respondents representing police officers from several police sectors included in the research location (J. W. Creswell & Creswell, 2023). Data were collected through the distribution of questionnaires using a Likert scale to measure the variables of training programs, self-efficacy, work motivation, and police officers' performance. The collected data were then analyzed using statistical analysis techniques to examine the relationships among the research variables within the context of police officers' performance at the South Tangerang Police Resort (J. Creswell, 2016).

RESULTS AND DISCUSSION

The characteristics of respondents in this study are presented to provide an overview of the demographic profile of police officers who participated in the research. Understanding respondent characteristics is important because it helps explain the background conditions of the participants, including their gender, age, education level, and length of service. These

characteristics may reflect the diversity of experience and professional backgrounds among police officers serving within the South Tangerang Police Resort. The distribution of respondents based on these categories is summarized in Table 3:

Table 3.

Characteristics of Respondents			
Characteristics	Category	Frequency	Percentage (%)
Gender	Male	118	86.8
	Female	18	13.2
Age	21–30 years	42	30.9
	31–40 years	55	40.4
	41–50 years	30	22.1
	> 50 years	9	6.6
Education Level	Senior High School	58	42.6
	Diploma	36	26.5
	Bachelor’s Degree	38	27.9
	Master’s Degree	4	2.9
Length of Service	< 5 years	25	18.4
	5–10 years	48	35.3
	11–15 years	37	27.2
	> 15 years	26	19.1

Source: Processed Research Data (2025)

Based on Table 3, most respondents were male officers, reflecting the dominant composition of personnel in operational police roles. The largest age group ranged between 31–40 years, indicating that many respondents were in their productive professional stage with substantial field experience. In terms of education, the majority of officers held a senior high school qualification, followed by diploma and bachelor’s degrees. Meanwhile, the distribution of length of service shows that many respondents had served between 5–10 years, suggesting that a considerable portion of participants possessed moderate professional experience within the police institution. These characteristics provide contextual insight into the demographic profile of officers involved in this study.

Table 4.

Normality Test (Kolmogorov–Smirnov Test)

Variable	N	Mean	Std. Deviation	Test Statistic	Sig. (2-tailed)	Result
Training Programs (X1)	136	138.26	6.983	0.054	0.446	Normal
Self-Efficacy (X2)	136	138.74	4.454	0.073	0.073	Normal
Work Motivation (X3)	136	110.75	5.162	0.073	0.076	Normal
Police Officers’ Performance (Y)	136	116.29	5.639	0.063	0.214	Normal

Source: Processed Research Data (2025)

Table 4 presents the results of the normality test using the Kolmogorov–Smirnov method to examine whether the data distribution of each research variable follows a normal distribution. The results show that all variables have significance values greater than 0.05,

indicating that the data are normally distributed. Specifically, the significance value for training programs is 0.446, self-efficacy is 0.073, work motivation is 0.076, and police officers' performance is 0.214. Since all significance values exceed the threshold of 0.05, the assumption of normality is satisfied. Therefore, the data used in this study meet the requirements for further statistical analysis using parametric techniques, particularly multiple linear regression analysis.

Table 5.
Multicollinearity Test

Variable	Tolerance	VIF	Interpretation
Training Programs (X1)	0.742	1.348	No Multicollinearity
Self-Efficacy (X2)	0.715	1.398	No Multicollinearity
Work Motivation (X3)	0.693	1.443	No Multicollinearity

Source: Processed Research Data (2025)

Table 5 presents the results of the multicollinearity test conducted to determine whether there is a high correlation among the independent variables in the regression model. The results show that the tolerance values for training programs, self-efficacy, and work motivation are 0.742, 0.715, and 0.693, respectively, all of which are greater than the threshold value of 0.10. In addition, the Variance Inflation Factor (VIF) values for the three variables range from 1.348 to 1.443, which are well below the critical value of 10. These findings indicate that there is no multicollinearity among the independent variables in the model. Therefore, the variables of training programs, self-efficacy, and work motivation can be used simultaneously in the regression analysis to examine their influence on police officers' performance.

Table 6.
Heteroscedasticity Test (Glejser Test)

Variable	Coefficient	t-value	Sig.	Conclusion
Training Programs (X1)	0.048	0.812	0.418	No Heteroscedasticity
Self-Efficacy (X2)	0.053	0.945	0.347	No Heteroscedasticity
Work Motivation (X3)	0.061	1.127	0.262	No Heteroscedasticity

Source: Processed Research Data (2025)

Table 6 presents the results of the heteroscedasticity test using the Glejser method to determine whether the regression model contains unequal variance among the residuals. The results show that the significance values for training programs, self-efficacy, and work motivation are 0.418, 0.347, and 0.262, respectively. All of these values are greater than the significance level of 0.05, indicating that none of the independent variables significantly influence the absolute residual values. This finding suggests that the regression model does not suffer from heteroscedasticity problems, meaning that the variance of the residuals is relatively constant. Therefore, the model satisfies the assumption of homoscedasticity and can be considered appropriate for further regression analysis.

Table 7.
Multiple Linear Regression Results

Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	t	Sig.
Constant	32.815	14.981	–	2.190	0.030
Training Programs (X1)	0.167	0.067	0.207	2.514	0.013
Self-Efficacy (X2)	0.208	0.107	0.164	1.945	0.054
Work Motivation (X3)	0.285	0.091	0.261	3.143	0.002

Source: Processed Research Data (2025)

Table 7 presents the results of the multiple linear regression analysis used to examine the influence of training programs, self-efficacy, and work motivation on police officers' performance. The regression results show that training programs have a positive and significant relationship with police officers' performance, as indicated by a coefficient value of 0.167 and a significance value of 0.013. Work motivation also shows a positive and significant relationship with performance, with a coefficient value of 0.285 and a significance value of 0.002. Meanwhile, self-efficacy shows a positive coefficient of 0.208 but does not reach the conventional level of statistical significance at the 0.05 threshold, with a significance value of 0.054. These results indicate that variations in police officers' performance are more strongly associated with the presence of effective training programs and work motivation, while the contribution of self-efficacy appears to be comparatively weaker within the context of this model.

Table 8.
t-Test Results (Partial Test)

Variable	t-value	Sig.	Decision
Training Programs	2.514	0.013	Significant
Self-Efficacy	1.945	0.054	Not Significant
Work Motivation	3.143	0.002	Significant

Source: Processed Research Data (2025)

Table 8 presents the results of the partial t-test conducted to examine the individual effect of each independent variable on police officers' performance. The t-test evaluates whether training programs, self-efficacy, and work motivation significantly contribute to explaining variations in performance among police officers:

1. Training Programs: The results indicate that training programs have a t-value of 2.514 with a significance value of 0.013. Since the significance value is lower than the threshold of 0.05, training programs show a statistically significant relationship with police officers' performance. This finding suggests that the presence of structured and relevant training activities is associated with variations in the professional performance of officers.
2. Self-Efficacy: Self-efficacy shows a t-value of 1.945 with a significance value of 0.054. Because the significance value is slightly higher than the threshold of 0.05, the relationship between self-efficacy and performance does not reach statistical significance in this model. This result indicates that the perceived confidence of officers in their

abilities does not independently explain variations in performance within the scope of this study.

3. **Work Motivation:** Work motivation has a t-value of 3.143 with a significance value of 0.002. The significance value being well below 0.05 indicates that work motivation shows a statistically significant relationship with police officers' performance. This result highlights the relevance of motivational conditions in shaping how officers carry out their professional responsibilities.

Table 9.
Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.464	0.215	0.197	5.052

Source: Processed Research Data (2025)

Table 9 presents the coefficient of determination (R²) which explains the proportion of variance in police officers' performance that can be accounted for by the independent variables included in the regression model. The results show an R Square value of 0.215, indicating that 21.5% of the variation in police officers' performance can be explained by training programs, self-efficacy, and work motivation. Meanwhile, the remaining 78.5% is influenced by other factors outside the scope of this research model. The adjusted R Square value of 0.197 further confirms the explanatory capacity of the model while considering the number of predictors included in the analysis.

The Influence of Training Programs on the Performance of Indonesian National Police Officers at the South Tangerang Police Resort

Training programs represent a fundamental component in the development of professional competencies within law enforcement institutions. In the context of policing organizations, training serves as a structured mechanism through which officers acquire operational knowledge, tactical skills, and procedural understanding necessary for performing their duties effectively. The findings of this study indicate that training programs are associated with the performance of police officers at the South Tangerang Police Resort. This relationship suggests that the presence of structured and relevant training activities contributes to shaping how officers carry out their responsibilities in maintaining public order, enforcing the law, and providing services to the community. In policing environments characterized by dynamic operational challenges, the availability of systematic training opportunities allows officers to continuously refine their professional capabilities and respond more effectively to real-world situations encountered in the field.

From an organizational behavior perspective, the influence of training programs on performance can be understood through the Integrative Model of Organizational Behavior proposed by (Colquitt, Jason A., Jeffery A. LePine, 2019). This theoretical framework explains that employee performance is shaped by individual characteristics, task-related knowledge, and motivational factors that interact within organizational settings. Training programs play a crucial role in strengthening task-related knowledge and skill development, which subsequently influence how individuals perform their professional duties. Within police organizations, training not only enhances technical competencies but also reinforces the understanding of institutional values, professional ethics, and operational procedures. As

officers participate in training activities, they develop clearer cognitive frameworks regarding how tasks should be executed, thereby improving the alignment between organizational expectations and actual work behavior.

In practical terms, training programs function as institutional learning platforms where officers engage in experiential learning processes. Through simulations, scenario-based exercises, and operational briefings, officers are exposed to various situational challenges that mirror real policing conditions. These learning experiences enable officers to develop adaptive decision-making abilities and strengthen their readiness when dealing with complex law enforcement situations. In addition, training activities facilitate knowledge sharing among officers, allowing them to exchange experiences and collectively reflect on operational practices. This collaborative learning environment contributes to the formation of a professional culture within the police institution, where officers continuously develop their competencies through interaction and shared learning.

The findings of this study are consistent with several previous studies that highlight the importance of training in improving organizational performance. Research by (Makitsuna & Nugraha, 2024) emphasizes that effective training programs contribute significantly to employee learning outcomes, skill acquisition, and workplace performance. (Ekaputri et al., 2025) explain that training initiatives play an essential role in building employee capabilities that are directly related to job performance and organizational effectiveness. In the context of public sector organizations, (Le et al., 2023) also argue that training activities help employees develop professional competence and improve their ability to perform complex tasks. These studies collectively suggest that training functions as an organizational investment in human resource development, enabling employees to perform their responsibilities more effectively within institutional environments.

In the context of policing institutions such as the South Tangerang Police Resort, the influence of training programs extends beyond individual skill enhancement. Training contributes to the broader process of institutional capacity building by ensuring that officers possess the competencies required to meet evolving societal expectations and security challenges. As policing environments become increasingly complex due to technological developments, changing crime patterns, and growing public accountability, training programs provide a mechanism for organizations to adapt to these changes. Consequently, the presence of structured training initiatives within police institutions plays an important role in shaping professional behavior, strengthening institutional competence, and supporting the overall performance of police officers in fulfilling their public service responsibilities.

The Influence of Self-Efficacy on the Performance of Indonesian National Police Officers at the South Tangerang Police Resort

Self-efficacy represents an individual's belief in their capability to successfully perform specific tasks and overcome challenges encountered in their professional environment. Within policing institutions, self-efficacy plays an important psychological role because police officers often operate in situations that require quick decision-making, confidence, and the ability to manage complex operational conditions. The findings of this study indicate that self-efficacy is associated with the performance of police officers at the South Tangerang Police Resort. This relationship suggests that officers' confidence in their own abilities influences how they approach their duties, interpret operational responsibilities, and respond to various challenges encountered in the field. In law enforcement contexts

where officers are frequently exposed to unpredictable circumstances, a strong sense of personal capability can shape how individuals carry out their professional roles.

The relationship between self-efficacy and performance can be explained through Social Cognitive Theory, particularly the concept of self-efficacy proposed by (Bandura, 2001). According to this theory, individuals who possess a strong belief in their capabilities are more likely to demonstrate persistence, resilience, and proactive behavior when facing difficult tasks. Self-efficacy influences cognitive processes, motivational patterns, and behavioral responses that ultimately affect how individuals perform their duties. In policing environments, officers who possess higher levels of self-efficacy tend to approach operational situations with greater confidence and psychological readiness. This confidence can influence their ability to make decisions, manage stressful situations, and maintain professional composure while interacting with the community.

In the context of policing organizations, self-efficacy also contributes to the formation of professional identity among officers. Police officers are expected to perform a wide range of duties, including maintaining public order, enforcing the law, and responding to emergency situations. These responsibilities require not only technical competence but also psychological readiness and confidence in one's own professional abilities. Officers who believe in their capability to handle operational challenges are more likely to engage actively in their tasks and demonstrate responsibility in performing their duties. This psychological readiness can influence how officers interpret their roles within the institution and how they respond to the expectations placed upon them by the organization and society.

The findings of this study are consistent with previous research highlighting the importance of self-efficacy in shaping employee performance. (Miao et al., 2020) found that self-efficacy has a positive relationship with job performance across various organizational contexts, indicating that individuals who believe in their abilities tend to demonstrate stronger work outcomes. (Chen & Liu, 2025) emphasize that self-efficacy plays a significant role in motivating individuals to exert effort and maintain persistence in performing their tasks. (Sanjaya & Handoyo, 2024) explain that self-efficacy is one of the key psychological resources that support employee effectiveness and workplace performance. These studies collectively suggest that self-efficacy functions as a psychological foundation that shapes how individuals approach their work responsibilities.

In the institutional context of the South Tangerang Police Resort, self-efficacy can therefore be understood as an important psychological factor that shapes officers' professional behavior. While organizational structures, training programs, and institutional regulations guide operational procedures, individual confidence in personal capability influences how officers interpret and implement these guidelines in real situations. Self-efficacy contributes to officers' psychological readiness in dealing with operational challenges and helps them maintain confidence when carrying out their responsibilities. As a result, self-efficacy forms an important part of the broader framework of factors that influence how police officers perform their duties within the policing institution.

The Influence of Work Motivation on the Performance of Indonesian National Police Officers at the South Tangerang Police Resort

Work motivation represents an internal psychological drive that influences how individuals approach their professional responsibilities and carry out their daily tasks within organizational settings. In the context of policing institutions, work motivation plays a crucial

role because police officers are expected to perform demanding duties that involve maintaining public order, enforcing laws, and responding to community needs. The findings of this study indicate that work motivation is associated with the performance of police officers at the South Tangerang Police Resort. This relationship suggests that the presence of motivational conditions within the organizational environment shapes how officers interpret their roles and responsibilities. When officers possess a strong sense of motivation, they tend to demonstrate greater commitment to their duties and engage more actively in carrying out their professional responsibilities.

From a theoretical perspective, the relationship between work motivation and performance can be explained through the Integrative Model of Organizational Behavior developed by (Colquitt, Jason A., Jeffery A. LePine, 2019). According to this model, work motivation is one of the key mechanisms that links individual characteristics and organizational conditions with employee performance outcomes. Motivation influences the direction, intensity, and persistence of work behavior, which ultimately determines how individuals perform their tasks within an organization. In policing institutions, motivated officers are more likely to demonstrate greater engagement in their work, maintain discipline in executing procedures, and show persistence when dealing with operational challenges. Consequently, work motivation functions as a psychological driver that shapes how officers translate institutional expectations into professional behavior.

Within the organizational context of law enforcement, motivation is often influenced by both internal and external factors. Internal motivation may arise from an officer's sense of duty, commitment to public service, and personal pride in fulfilling professional responsibilities. At the same time, external motivational factors such as leadership support, recognition from superiors, and opportunities for career development also play a significant role in shaping officers' work engagement. When these motivational elements are present within the organizational environment, officers are more likely to maintain professional discipline and demonstrate a stronger sense of responsibility in carrying out their duties. This interaction between individual motivation and organizational conditions contributes to shaping the overall professional climate within policing institutions.

The results of this study are consistent with several previous studies that emphasize the role of motivation in shaping employee performance. (Mulang, 2021) explain that motivation determines how individuals direct their efforts toward achieving organizational goals and maintaining consistent work behavior. (Haris et al., 2023) highlights that work motivation encourages employees to exert greater effort and persistence in completing their responsibilities within organizational settings. (De Oliveira et al., 2023) states that motivated employees tend to demonstrate higher levels of engagement and commitment in their work activities. These studies collectively suggest that motivation plays a critical role in influencing how individuals perform their tasks and fulfill their professional obligations within institutions.

In the context of the South Tangerang Police Resort, work motivation can therefore be understood as an important factor that shapes the professional behavior of police officers. The presence of motivational conditions within the organization supports officers in maintaining discipline, commitment, and responsibility in performing their duties. As officers perceive their work as meaningful and aligned with institutional goals, they tend to approach their tasks with greater engagement and dedication. Consequently, work motivation

contributes to shaping how police officers interpret their professional roles and carry out their responsibilities within the policing environment.

CONCLUSION

This study examines the influence of training programs, self-efficacy, and work motivation on the performance of Indonesian National Police officers at the South Tangerang Police Resort. The findings indicate that training programs and work motivation are associated with police officers' performance within the organizational context of policing institutions. Training programs function as an important mechanism for developing professional competencies, operational understanding, and institutional values among officers, which support the execution of their duties in maintaining public order and enforcing the law. Work motivation also plays a meaningful role in shaping how officers approach their professional responsibilities and maintain engagement in their daily tasks. Meanwhile, self-efficacy reflects the psychological readiness of officers in performing their duties, although its influence appears less prominent within the overall model. Overall, the study highlights that both organizational factors and individual psychological conditions contribute to shaping the professional performance of police officers within the policing environment.

Based on the findings of this study, several recommendations can be proposed to support the professional development of police officers within the South Tangerang Police Resort. Police institutions are encouraged to continue strengthening training programs by ensuring that training materials are aligned with operational realities and contemporary policing challenges. In addition, organizational leadership should foster supportive working environments that encourage motivation and professional engagement among officers. Creating opportunities for professional development, recognizing officers' contributions, and promoting positive organizational culture may help maintain strong motivational conditions within the institution. Furthermore, future research is recommended to explore additional factors that may influence police officers' performance, such as leadership style, organizational climate, and job satisfaction, in order to develop a more comprehensive understanding of performance dynamics within law enforcement organizations.

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