

# Improving Police Performance through Training Optimization, Self-Efficacy Development, and Work Motivation

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**ABSTRACT-** Police performance is crucial for keeping people safe and making communities trust them. This is especially important when people want openness, professionalism and great service from the police. This study looks at how training self-belief and motivation affect police performance in South Tangerang, Indonesia. We used a survey to get numbers and also talked to some officers to get insights. We chose 136 officers using a formula and then looked at how different things affect police performance. We also used another method to make sure our findings are correct. The results show that good training, self-belief and motivation greatly improve police performance. Also, good training and self-belief really boost motivation. Motivation helps connect training and performance and also self-belief and performance. This means motivation has an indirect effect. These findings mean that police need training that is focused on tasks and can adapt. They also need help to believe in themselves through coaching and mentoring. Good rewards and a supportive work environment can boost motivation. This study adds to what we know about how to improve police performance in a developing country. It shows a model of how to develop police officers. The South Tangerang Police Resort can use these findings to improve police performance. Police performance is essential, for keeping people safe and making communities trust them. Police officers need training and they need to believe in themselves to do their job well. The findings of this study can help the police to do their job better.

**KEYWORDS-** Training Optimization, Work Motivation, Police Performance, Indonesia, Self-Efficacy

## I. INTRODUCTION

The Indonesian National Police or Polri is very important for keeping people safe and making sure they trust the police. The Polri has to do its job in a way listen to people and follow the law. The police must also be honest. Do what the rules say. This is especially true now that people want the police to be more open and accountable. The Indonesian National Police have to give service to the public [1][2][3]. The Indonesian National Police have to be good, at its job and make people trust them. So, it is very important for the Indonesian National Police to get better at what they do so people keep trusting them. The police can keep being a good institution.

The Indonesian National Police operate under a system with levels of officers, including Bintara, junior officers, mid-level officers and senior officers. Each of these groups has its set of jobs, responsibilities and the power to make decisions [4]. The Bintara officers are the people who do the actual work like stopping crimes enforcing laws helping the community and supporting investigations. They do this kind of work every day like the police officers in the South Tangerang Police Resort.

To make the police do their jobs better we need to help them develop their skills and abilities. This means giving them training making sure they are mentally strong and motivating them to do their best. Training is very important to help them learn things and deal with new situations. If police officers believe in themselves, they will be able to make decisions keep trying and do their jobs well [5]. When they are motivated, they will use their skills to do their jobs. The Indonesian National Police, like the Bintara officers need these things to work together to get results. The Bintara officers are a part of the Indonesian National Police and their performance is important, for the whole organization.

The police in South Tangerang are having some problems even though they have rules like INP Regulation No. 1 Of 2025 to help them do their jobs better. The police officers, the Bintara officers are not doing as well as they should be. For example, a lot of them are not very efficient which is 42 percent and they are not very good, at getting things done which's 47 percent. Some of them do not do high quality work, which's 40 percent and they do not get a lot of work done which is 35 percent. Also, 37 percent of them are not very creative.

These problems show that the way the police are trained and motivated may not be the way. Other studies have looked at how training and motivation can help police officers do their jobs better. They have not looked at how all these things work together especially in countries that are still developing. So, this study is going to look at how training self-efficacy and motivation can help police officers do their jobs better and it is going to focus on how motivation can help. The police performance and the way human resources are managed can be improved by looking at these things. The study of police performance and human resource management can learn from this study. Police performance is very important. This study is going to help

improve police performance by looking at training optimization, self-efficacy and work motivation.

**II. METHODOLOGY**

**A. Research Framework**

This study uses a detailed plan to test ideas control things that might affect the results and answer questions in a complete way. This study is based on a philosophy that says we can know things for sure. It uses a mix of methods to get a better understanding. First, we look at numbers and then we do a qualitative phase to make our initial findings stronger and easier to understand. We did this study from 2023 to 2025 in five police offices in the South Tangerang area. We looked at how to improve performance, training programs how people feel about their abilities and what motivates them to work.

**B. Sampling and Statistical Analysis**

In the part of the study that uses numbers we looked at how things are related to each other and how they affect each other. We chose 136 people out of 208 -commissioned officers in the Ciputat, Pamulang and Pondok Aren areas to

answer questions. We used a formula to make sure our sample was representative and we made sure our questions were good and reliable. We started by looking at the numbers and then we did some tests to make sure our data was okay.

**C. Path Analysis and Hypothesis Testing**

To see how things affect each other directly and indirectly we used a kind of analysis. We made two models to look at how training programs and how people feel about their abilities affect their motivation to work and how all these things affect how well they perform. We made sure our results were significant and made sense. We only looked at things that were strongly related to performance. These results were the basis, for the part of our study.

**D. Qualitative. Final Synthesis**

In the part of the study that uses words and ideas we used group discussions and expert opinions to make our findings stronger. We did this in a structured way and we made sure our results were robust. Finally, we compared our quantitative findings to make sure they were consistent which makes our conclusions more valid and reliable.

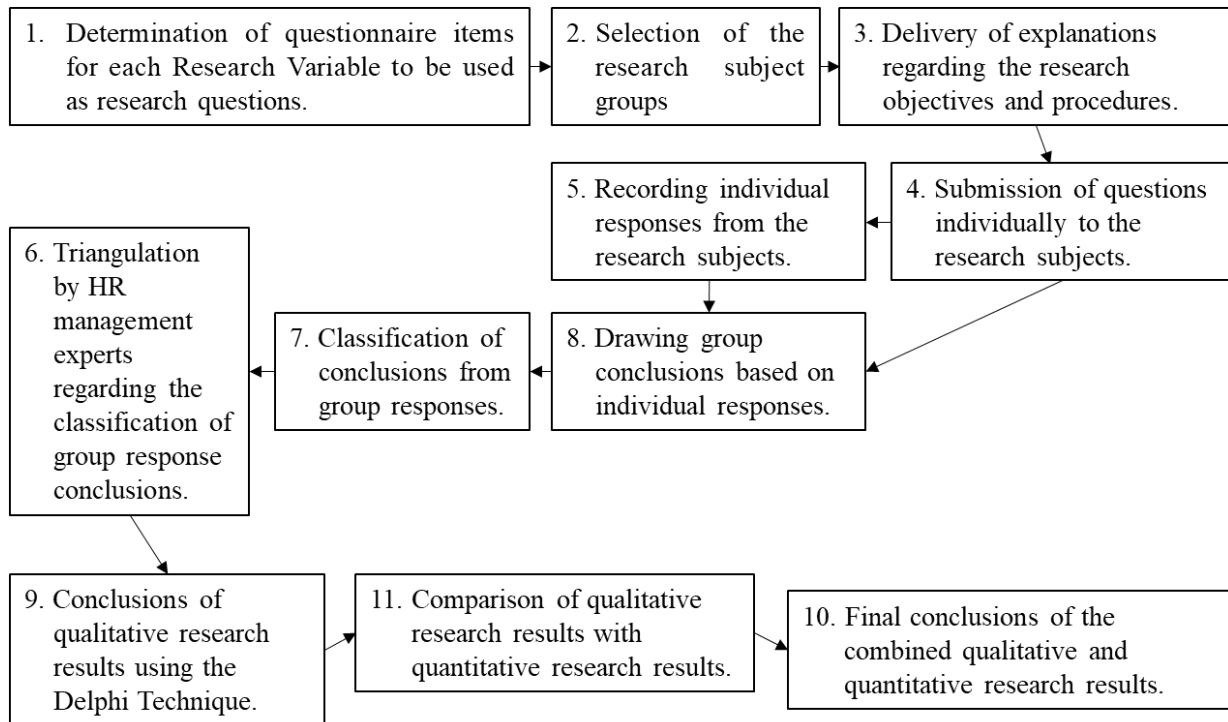


Figure 1: Delphi Technique Diagram

**III. RESULTS AND DISCUSSION**

**A. Descriptive Research Findings**

This section is about the Training Program. It is based on what the respondents thought. The analysis uses a frequency distribution and a histogram to show the pattern of score distribution. This is done to give an understanding of the overall tendency of respondent’s evaluations.

The histogram of the Training Program scores shows that most of the assessments by INP officers at South Tangerang

Police Resort are in the medium to high category. The highest concentration is in the 135–139 score interval with 35 respondents. This is followed by 140–144 with 32 respondents and 130–134 with 28 respondents. This indicates positive evaluations. Fewer officers scored in the ranges or the highest range showing that extreme ratings are limited. The Training Program variable has 31 items and the theoretical score range is 31–155. The empirical scores ranged from 120 to 152 with a median of 136 which's higher than the theoretical median.

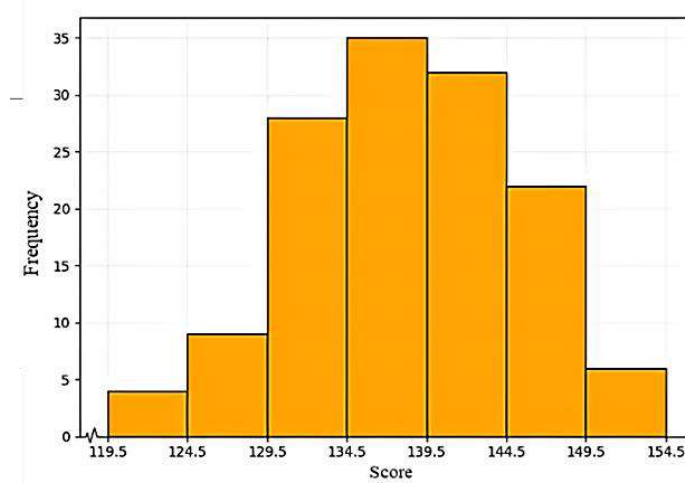


Figure 2: Histogram of the Training Program Variable

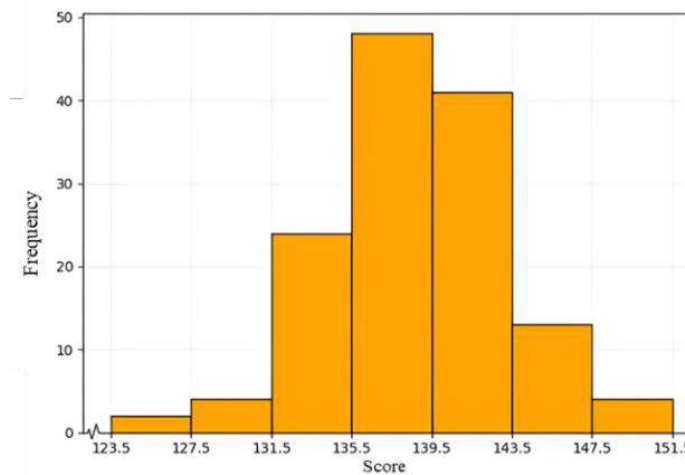


Figure 3: Histogram of the Self-Efficacy Variable

The histogram of the Self-Efficacy scores shows that INP officers at South Tangerang Police Resort generally fall within the medium to high category. The highest frequency occurs in the 136–139 score range with 48 respondents. This is followed by 140–143 with 41 respondents indicating that most officers have strong self-efficacy. Additional

intervals include 24 respondents and 13 respondents showing that some officers still fall within a high engagement range. The lowest and highest score intervals account for 2 and 3 respondents indicating few extreme ratings.

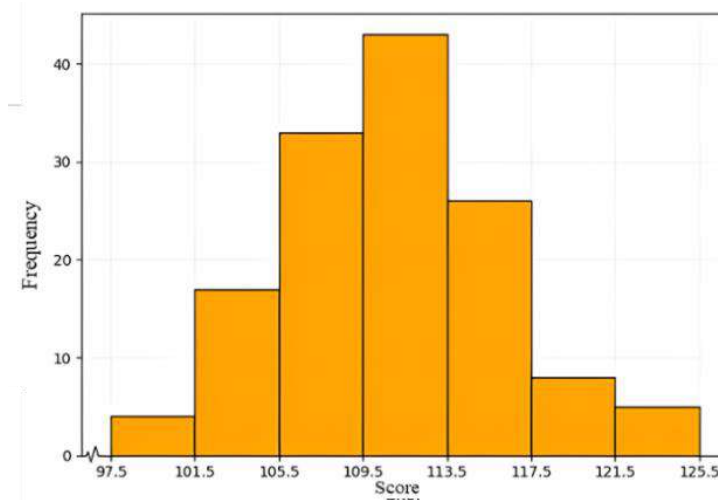


Figure 4: Histogram of the Work Motivation Variable

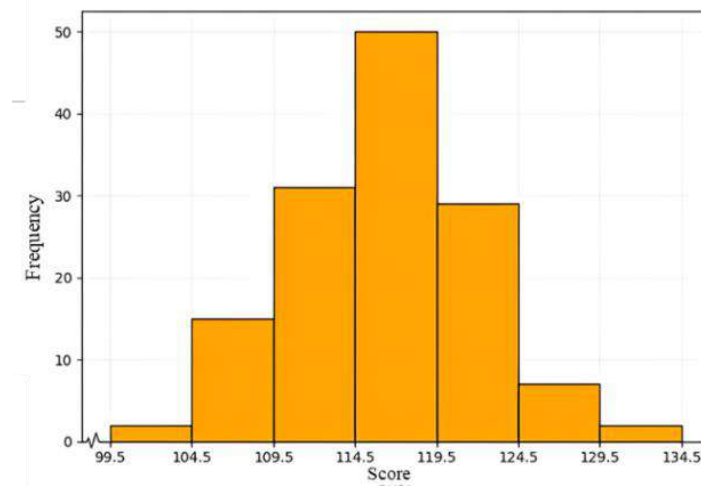


Figure 5: Histogram of the Performance Variable

The histogram of the Work Motivation scores shows that INP officers at South Tangerang Police Resort generally fall within the medium to high category. The highest frequency occurs in the 110–113 score range with 43 respondents. This is followed by 106–109 with 33 respondents and 114–117 with 26 respondents indicating that most officers perceive work motivation to be at a consistent level. Lower and higher extremes involve a few respondents suggesting that extreme ratings are limited.

The histogram of the Performance scores shows that INP officers at South Tangerang Police Resort generally fall within the medium to high category. The highest frequency occurs in the 115–119 score range with 50 respondents. This is followed by 110–114 with 31 respondents and 120–124 with 29 respondents indicating that most officers perceive the training and performance as effective and well-executed. Lower and higher extremes involve a small number of respondents showing that very low or very high ratings are limited.

The histogram analyses of the Training Program, Self-Efficacy, Work Motivation and Performance variables

indicate that INP officers at South Tangerang Police Resort generally fall within the medium to categories across all variables. The Training Program has the frequency in the 135–139 range with most scores between 130–144. Self-Efficacy scores peak at 136–139 with over 65% of respondents between 136–143. Work Motivation is concentrated in the 106–113 range covering 70% of respondents. Performance scores show the frequency in the 115–119 range with most respondents scoring between 110–124.

**B. Indirect Effect of Training Program on Performance through Work Motivation**

To further examine the role of Work Motivation as a mediator the indirect effect of Training Programs on Performance was analyzed. This analysis helps to understand how improvements in Training Programs can enhance Performance not directly but also through their impact on officers’ motivation.

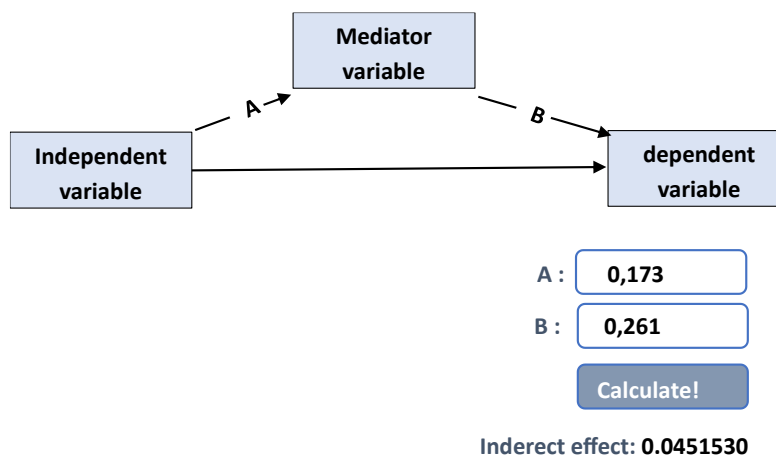


Figure 6: Indirect Effect Of Training Programs on Performance through Work Motivation

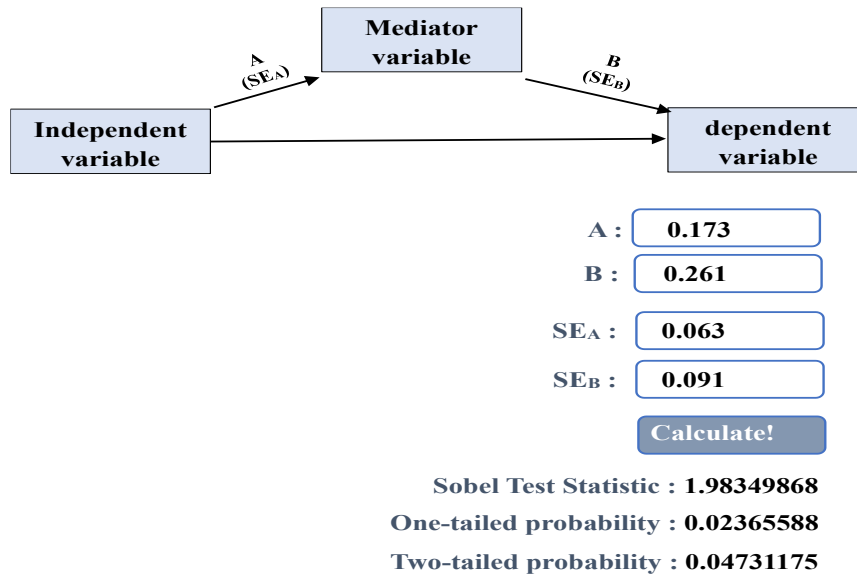


Figure 7: Sobel Test Results on the Significance of Mediator Y between X1 and Z

The effect of Training Programs on Performance through Work Motivation is 0.045. This indicates an indirect influence of Training Programs on Performance mediated by Work Motivation. The Sobel test result shows that the

calculated Z value is 1.983, which's higher than the one-tailed Z table value of 1.65 at  $\alpha = 0.05$ . Therefore, it can be concluded that Work Motivation significantly mediates the effect of Training Program on Performance.

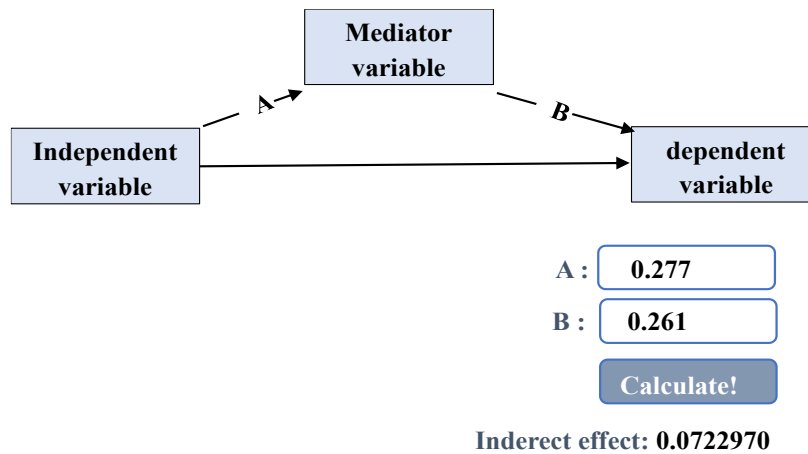


Figure 8: Indirect Effect of Self-Efficacy on Performance through Work Motivation

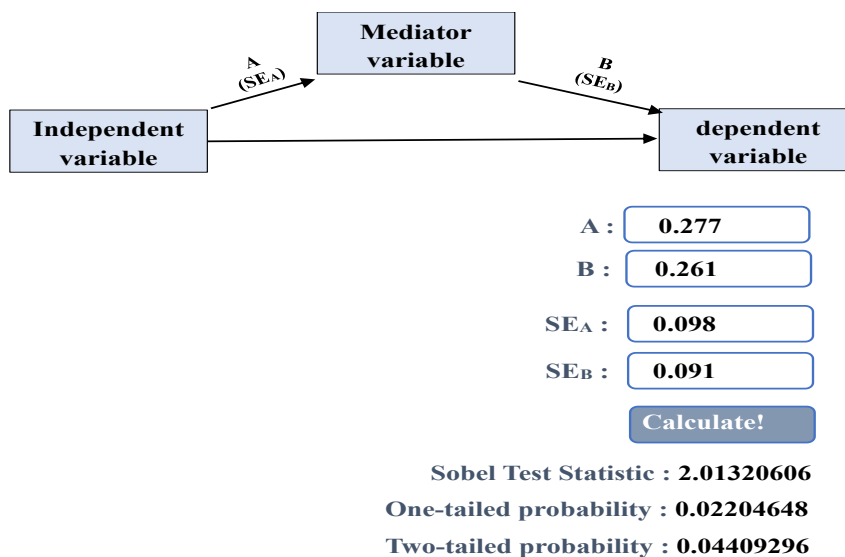


Figure 9: Sobel Test Results on the Significance of Mediator Y between X2 and Z

The effect of Self-Efficacy on Performance through Work Motivation is 0.072. This value indicates a positive relationship meaning that higher levels of Self-Efficacy among INP members lead to increased Work Motivation.

### C. Qualitative and Quantitative Analysis Comparison

The questionnaire items for each indicator were determined based on the highest correlation coefficients between item scores and total variable scores. Two items from each indicator were selected as interview guidelines for data collection. The results for the Training Program variable show that all quantitative scores were categorized as Very Good. Qualitative findings largely confirmed these results in training needs identification, clarity and relevance of objectives, participant selection, scheduling, instructor competence, facilities and evaluation processes. Self-Efficacy was predominantly rated Good with quantitative scores reaching up to 4.735 for past performance experience. Qualitative analysis supported these findings reflecting a level of self-efficacy among members. Work Motivation was generally categorized as Good based on the quantitative score.

Qualitative results were largely consistent with findings showing minor differences but similar patterns. Performance results were more varied. Certain aspects were rated Good while others received lower ratings ranging from Moderate to Very Poor in some cases. Qualitative findings generally aligned with these outcomes despite differences in level. The comparison, between qualitative analyses demonstrates overall consistency across variables. The Training Program and Self-Efficacy were rated Good while Work Motivation and Performance were rated Good. These findings indicate that performance is supported by training practices and high self-efficacy although several motivational and performance indicators still need further development.

### D. Discussion

This study is called Improving Police Performance through Training Optimization, Self Efficacy Development and Work Motivation. It looks at how training programs, self-efficacy work motivation and performance are connected to each other. The study found that Training Programs have an impact on Performance. For every one unit increase in training quality performance increases by 0.207 units. This is a significant finding. The study also found that Training Programs are really good at things like figuring out what kind of training is needed setting goals for training and picking the instructors. These findings are similar to what other researchers like [6][7]. They said that structured training helps people become more competent and confident.

Self-Efficacy is also really important for Performance. It has an impact on Performance with a coefficient of 0.164. This means that when people have self-efficacy, they are more likely to do well. The study found that people with self-efficacy are really good at things like staying motivated and persistent. This is what other researchers [8][9]. Work Motivation is also really important for Performance. It has the direct impact on Performance with a coefficient of 0.261. This means that when people are motivated, they are more likely to do. The study found that things like self-actualization, esteem and social needs are all important for Work Motivation [10].

Training Programs and Self Efficacy both have an impact on Work Motivation. Training Programs have a coefficient of 0.173 while Self Efficacy has a coefficient of 0.277. This means that when people get training and have high self-efficacy, they are more likely to be motivated. The study found that this is similar to what other researchers [11][12]. The study also found that while Work Motivation is important it is not the important thing. The direct impact of Training Programs on Performance is bigger than the impact through Work Motivation. The same is true for Self-Efficacy. This is what other researchers [13][14][15].

Overall, the study found that optimizing Training Programs strengthening Self Efficacy and enhancing Work Motivation are all important for improving police performance. The direct impact of Training Programs and Self Efficacy on Performance is bigger than the impact through Work Motivation. This means that developing competence and psychological confidence are the important things, for improving performance.

## IV. CONCLUSION

This study shows that police performance at the South Tangerang Police Resort is really affected by training optimization, self-efficacy and work motivation. All three things have a positive effect on how well the police do their job. This means that if we make these things better the police will do a job. The study also found that training optimization and self-efficacy have an impact on work motivation. This means that if the police get training and they believe in themselves they will be more motivated to do their job. Although work motivation does play a role in how the police do their job it is not as important, as training optimization and self-efficacy. This means that to really improve police performance we should focus on making training and helping the police believe in themselves. Work motivation is still important. It is not the most important thing. This study is important because it shows how training and psychological things affect police performance in a developing country. The study suggests that the police should have training that is focused on the tasks they need to do and that they should get coaching and mentoring to help them believe in themselves. The police should also have leaders who support them and give them rewards when they do a good job. The study also says that more research should be done to find out what other things can help the police do a job. This will help us understand what really makes a police force. Police performance is a deal and the South Tangerang Police Resort is a good example of how training optimization, self-efficacy and work motivation can make a big difference.

## CONFLICT OF INTEREST

The authors declared that they have no conflict of interest.

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