

## The Relationship of Training, Work Commitment, and Work Behaviour on Career Development of Police Officers in Jatiasih

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### ABSTRACT

**Objective:** The aim of this study is to investigate the effects of training, job dedication, and work behaviour on career progression. This study's sample included 41 police officers from the Sector Police (Polsek) of Jatiasih Village, Jatiasih District, Bekasi City, West Java Province.

**Methodology:** This research was analyzed statistically using SEM Smart PLS 4.0, namely a multivariate analysis method whose focus is statistical analysis involving measurements and variables.

**Findings:** At a 5% confidence level, hypotheses H1, H2, and H3 are accepted. Work attitude is the most influential variable (as measured by its coefficient value).

**Conclusion:** This study showed that training had a good and significant impact on career development. Work Commitment has a favourable and significant impact on career development. This implies that workplace behaviour has a favourable and significant impact on career advancement. The most important work behaviour to remember while on duty in the field is to nurture, protect, and aid the community.

**Keyword :** Training, Work Commitment, Work Behavior of Police Officers, and Career Development.

### Introduction

The Indonesian National Police (Polri) plays a crucial role in defending the Republic of Indonesia, including maintaining public security without discrimination. The main tasks of Polri, as stipulated in Law No. 2 of 2002, Article 13, are: (a) Maintaining public security and order; (b) Enforcing the law; and (c) Providing protection, guidance, and services to the public (Regulation of the Indonesian National Police, 2021). Additionally, Article 14 of the same law, particularly letters (j) and (k), states that Polri should temporarily serve the public interest before being handled by relevant authorities and provide services to the community according to their interests within the scope of police duties, as well as perform other tasks as regulated by law. Therefore, it is clear that the presence of the police in society is highly significant. However, the police are also citizens and human resources who require career development aligned with the needs of the Indonesian police organization.

Police career development is influenced by various factors, including training, commitment, and work behavior or ethics. Regarding police careers, the author conducted observations to determine whether career development at Jatiasih Police Sector has been optimal. Consequently, the researcher conducted open interviews with members of the human resources department and field officers. Based on the interviews, the members of Jatiasih Police Sector have been performing their duties adequately, though several issues were identified, such as a decline in performance evaluations and inadequate work facilities.

Research by Karnama (2016) indicates that training significantly impacts career development. The study reveals that the coefficient of determination shows changes in Polri career development influenced by education and training variables conducted by Polri's education and training institutions (Lemdiklat). Essentially, career development involves placing individuals in positions that match their competencies. Similarly, Robbins & Judge (2013) state that career development is a method for organizations to support and enhance employee productivity, as well as plan human resources to face uncertainties. Studies by Faizal et al. (2019) and Broto (2020) also highlight the influence of training on career development, emphasizing that career development motivates Polri personnel to work harder, which can be achieved through training. The findings conclude that career development can be facilitated through training, as training and career development are inseparable variables that always synergize in any organization (Suadnyana & Supartha, 2018).

Research by Ekowati & Arianto (2022) explains that organizational commitment positively influences employee career development, indicating that better organizational commitment enhances employee career development. Conversely, Hendra et al. (2022) found that career development significantly affects employee commitment, indicating a bidirectional relationship. This study focuses on police commitment to career development. Jia-jun & Hua-ming (2022) explain that career growth positively impacts work engagement in knowledge-based organizations. Career advancement and skill development can drive organizational recognition and work engagement, which requires further study.

In addition to training and police commitment to career development, work behavior (ethics) is another crucial factor. Police behavior must align with the police code of ethics, which is a written moral code created by an organization (Sulaiman & Kusumastuti, 2023). The code of ethics is deemed an ideal rule enforced by the organization for all its members to follow as a guideline, including the Polri Code of Professional Ethics (KEPP). To address police misconduct, Polri has the Polri Code of Ethics Commission, which handles violations of the code of ethics by its members (Sulaiman & Kusumastuti, 2023). Thus, police work behavior or ethics can influence career development processes, as work behavior is part of job performance standards. This is reinforced by Regulation of the Indonesian National Police No. 2 of 2021, Article 17, particularly letters (d), (e), (f), and (g), which outline spiritual and physical development, the recommendation of honors and awards for Polri civil servants, and the administration of psychological assessments for firearm holders and counseling for troubled Polri civil servants; administrative research in the recruitment process; and technical police training and general and specialized education development (Regulation of the Indonesian National Police, 2021).

Research by Yanti & Yanti (2020) indicates that work behavior, including traits, biological conditions, physical conditions, and social conditions, positively and significantly influences career development, comprising exposure, organizational loyalty, and growth opportunities. Although Yanti and Yanti's study provides a different perspective from this research, which uses police officers (civil servants) as samples instead of hotel industry employees, it offers a substantive comparison. Therefore, this study aims to understand and analyze the relationship between training, work commitment, and police work behavior on police career development at the Jatiasih Police Sector, Bekasi City, West Java Province.

## **Literature Review Training**

Training is a process through which individuals achieve certain abilities to help accomplish organizational goals (Mathis & Jackson, 2011). According to Ivancevich & Konopaske (2013), it is a systematic process aimed at changing the work behavior of organizational members to enhance the performance of a specific organization. Mangkunegara (2005) defines training as a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for a limited purpose. Sutrisno (2017) adds that training is an effort to improve employee performance in their current job or in another job they will soon hold. Thus, training can be concluded as an organizational strategy to enhance skills and knowledge based on job requirements to improve organizational performance. Training is an instrument of development that is carried out systematically and continuously to improve employee knowledge, special abilities attitudes, and personality qualities (Abdullah & Jabid, 2021).

The above descriptions indicate that training is also necessary for the police. This is mandated in the Chief of the Indonesian National Police Regulation No. 19 of 2010, Article 1, Paragraph 4, which states: "Training is an effort or process, method of action, activity to provide, maintain, and enhance capabilities and skills using methods that prioritize practice to become proficient or accustomed to performing certain tasks or jobs" (Regulation of the Chief of the Indonesian National Police, 2010). Therefore, police officers, regardless of their assignment, are obligated and entitled to career development through specific training. Training indicators are based on the development indicators in Karnama's (2016) research: objectives, methods, and curriculum.

## **Work Commitment**

George & Jones (2008) state that organizational commitment is related to feelings and beliefs about one's total job within an organization. It involves an individual's belief about the job planned and performed. Employee beliefs relate to attitudes, where cognitive aspects of a task are positive or negative, eventually leading to job decisions. Supporting this view, McShane & Glinow (2008) describe organizational commitment as "the employee's emotional attachment to, identification with, and involvement in a particular organization," meaning employees' commitment to an organization involves emotional ties, identification, and involvement in the organization's goals. Gibson et al. (2011) explain organizational commitment as "a sense of identification, involvement, and loyalty expressed by an employee toward the company." Commitment is linked to strong conviction, trust, and establishing an organization's goals and values, as well as employees' willingness to remain with it (Salim & Sabuhari, 2022; Karim et al., 2023).

Organizational commitment, as defined by Greenberg and Baron (2008), cited by Culibrk et al. (2018), represents the extent to which employees identify with the organization they work for, their involvement in the organization, and whether they are ready to leave. This study analyzes police work commitment, highlighting the critical need for commitment to their jobs as a consequence of their career choice. The indicators used are those developed by Culibrk et al. (2018).

## **Work Behavior**

Work behavior encompasses the actions and attitudes displayed by individuals as they work and attempt to articulate them during their tasks (Robbins & Judge, 2013). Robbins' opinion emphasizes the attitudes workers adopt to determine their actions within their workplace environment. Work behavior plays a crucial role in the working life, comprising actions and attitudes demonstrated by working individuals (Kwartama & Wibowo, 2023). Therefore, police work behavior relates to their actions and attitudes in serving the public, including within the police station, in accordance with the general standards (code of ethics) established by the Indonesian police. The importance of police work behavior for the general public is emphasized in literature studies (Destiani et al., 2023), which state, "Police officers, in performing their duties as law enforcers, must adhere not only to applicable laws as an external aspect but also to police ethics as an internal aspect." Additionally, police organizations are formed to carry out tasks that are part of the state's responsibilities in achieving overall goals.

Based on various literature reviews, the indicators used in this study align with those proposed by Robbins & Judge (2013): (1) Traits, which are conditions arising from a police officer's personality; (2) Biological conditions, describing the physical state of a police officer; (3) Physical conditions, referring to the awareness of workers in performing all their duties; and (4) Social conditions, indicating that a police officer must have good social relations with colleagues. These indicators are also used or developed by previous researchers (e.g., Yanti & Yanti, 2020).

## **Career Development**

Career development is defined as the process of improving individual work capabilities to achieve desired career goals (Rivai, 2005). Sutrisno (2017) describes career development as various personal enhancements undertaken to achieve a career plan. Ramli & Yudhistira (2018) explain that career development is a personnel activity that helps employees plan their future careers, influencing their job loyalty. Dessler (2013) defines career development as a series of activities contributing to career exploration, maturation, success, and achievement, implying that career development for employees should be sustainable, benefiting both employee careers and performance improvement.

Based on the above descriptions, police officers, as protectors of the public, also need attention in their career development processes. As civil servants and human resources (or state investments), police officers require support through career development. Therefore, the indicators for this variable are based on research by Wirayudha & Adnyani (2020): fair treatment in career advancement, direct supervisor concern, competence, interest in promotion, and formal education or educational background.

## **Research Framework and Hypotheses**

### **The Impact of Training on Career Development**

Training is a short-term educational process with systematic and organized procedures aimed at learning specific technical knowledge and skills (Mangkunegara, 2005). Career development focuses on organizational efforts to enhance the performance of its members. Thus, organizational members involved in training for their job are likely to experience career growth.

Career development can be facilitated by an organization if it includes HR planning involving participants or members in training activities, aligned with job requirements. This

implies that training impacts employees' career development. This statement aligns with previous research (e.g., Broto, 2020), demonstrating the influence of training on career development. Therefore, the relevant hypothesis is:

H1: Training has a positive and significant effect on Career Development.

### The Influence of Work Commitment on Career Development

An individual is said to be committed to their organization if their emotional attachment, identification, and involvement remain aligned with the organization's goals (McShane & Glinow, 2008). Thus, work commitment is not as simple as it may seem, as it involves one's entire emotional and physical energy while within an organization. Therefore, the career development of an organizational member greatly requires a commitment to their work. This is because career development, which is the responsibility of the management or leadership, necessitates individual (independent) career planning. This means that employees must perform their duties for the benefit of the organization, thereby serving as input for the organization to plan career development proportionately.

Research has demonstrated that employee work commitment has a positive impact on career development. For instance, Ekowati & Arianto (2022) revealed that "the better the organizational commitment, the more enhanced the career development of employees." Therefore, a relevant hypothesis is:

H2: Work commitment has a positive and significant effect on career development.

### The Influence of Work Behavior on Career Development

As previously explained, police officers in performing their duties must not only comply with applicable laws but also adhere to police ethics as an aspect of policing (Destiani et al., 2023). This means that the behavior (ethics) of police officers in carrying out their duties must adhere to ethical standards, especially since their tasks involve interaction with the public. This aligns with the concept of behavior, which essentially refers to the actions and attitudes of an individual that directly relate to their work and have a direct relationship or impact on their organization.

Research conducted by Yanti & Yanti (2020) shows that work behavior (such as traits, biological conditions, physical conditions, and social conditions) has a positive and significant effect on career development. Therefore, a relevant hypothesis is:

H3: Work behavior has a positive and significant effect on career development.

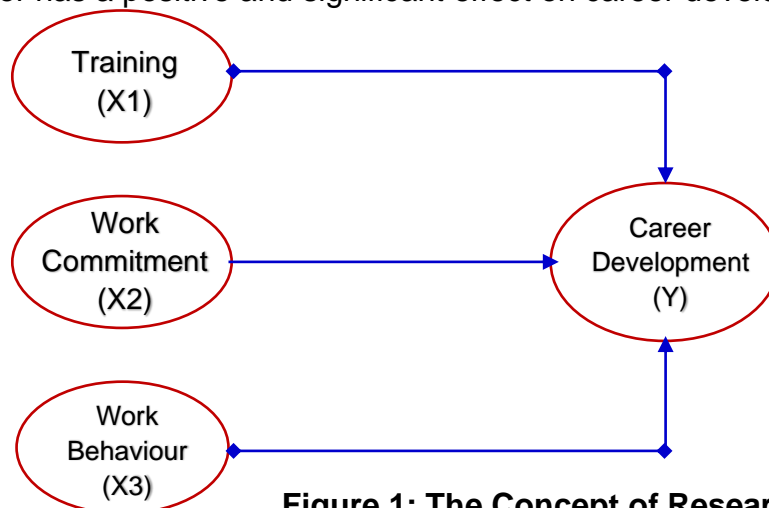


Figure 1: The Concept of Research Framework

## **Research Methodology**

### **Measurement Development**

Training (X1): A short-term educational process utilizing systematic and organized procedures where non-managerial employees learn technical knowledge and skills for specific objectives (Mangkunegara, 2005). The indicators for the training variable are adopted from Karnama (2016), which include: (1) Objectives: alignment of training with organizational goals" and "implementation of training according to employee needs; (2) Training methods: "suitability of training methods," "presentation of material," and "availability of physical training facilities; (3) Curriculum: "quality and comprehensibility of training material," "training material aligned with routine job descriptions," and "training duration appropriate to the amount of material.

Work Commitment (X2): Feelings and beliefs regarding one's total employment within an organization (George & Jones, 2008). The indicators for this variable adopt those developed by Culibrk et al., (2018), which include: "always telling others that the police organization is needed by the community," "always speaking well of the police organization to non-police friends," "feeling proud to inform others that they are part of the police organization," "having pride in the choice of becoming a police officer," and "feeling that the police organization is the best place to work."

Work Behavior (X3): Actions and attitudes demonstrated by working individuals (Kwartama & Wibowo, 2023). In this study, police work behavior refers to actions and attitudes in serving the community, including in-office duties (e.g., at police stations) that comply with the general standards (code of ethics) set by the Indonesian National Police. The indicators for this variable adopt those developed by Yanti & Yanti (2020), which include: "having a personality that prioritizes public interest (e.g., likes helping others)," "maintaining physical health as a police officer," "constantly being aware in every action that the police duty is to protect, serve, and help the community," and "maintaining social relationships in the workplace."

Career Development (Y): Defined as a series of activities that contribute to the exploration, maturation, success, and achievement of a career (Dessler, 2013). The indicators for this variable adopt those developed by Wirayudha & Adnyani (2020), which include: "fair treatment (equity) in career development," "support (providing opportunities) for career development," "having competencies that match the current job," "transparent information regarding job promotions," and "interest in being promoted."

### **Data Analysis Method**

This type of research is quantitative, utilizing methods to analyze specific theories through examining various relationships among variables (Creswell, 2018). According to him, variables in quantitative research are measured using instruments designed to obtain data in numerical form, which is then analyzed based on specific statistical procedures.

Based on the description above, the research results are statistically analyzed using SEM Smart PLS 4.0. According to Hair et al., (2014), it is a multivariate analysis method focusing on statistical measurements and variables. Evaluation of the outer model includes convergent validity, discriminant validity, and composite reliability. The inner model evaluation includes  $R^2$  and  $Q^2$ . The research population consists of 41 police officers at the Jatihasih Subdistrict Police in Jatiasih District, Bekasi City, West Java Province. The research questionnaire was distributed using Google Forms to 41 police officers.

## Research Results and Discussion

### Research Results

#### Description of Respondents

This study aims to understand the impact of training programs, work commitment, and employee work behavior on the career development of Jatiasih Subdistrict Police members. Therefore, this study uses a quantitative approach, and the first statistical test result is the measurement model test, followed by the structural model test. The measurement model test includes convergent validity, presented in Table 1 below:

**Table 1. Convergent Validation Test outcomes**

Variable	Indicators	Outer Loading	Information
Training (X1)	X1.1	0.764	Valid
	X1.2	0.792	Valid
	X1.3	0.746	Valid
	X1.4	0.725	Valid
	X1.5	0.784	Valid
	X1.6	0.811	Valid
Work Commitment (X2)	X2.1	0.771	Valid
	X2.2	0.827	Valid
	X2.3	0.717	Valid
	X2.4	0.751	Valid
	X2.5	0.731	Valid
Work Behavior (X3)	X3.1	0.818	Valid
	X3.2	0.760	Valid
	X3.3	0.773	Valid
	X3.4	0.727	Valid
	X3.5	0.800	Valid
	X3.6	0.711	Valid
Career Development (Y)	Y.1	0.765	Valid
	Y.2	0.807	Valid
	Y.3	0.737	Valid
	Y.4	0.713	Valid
	Y.5	0.749	Valid

Source: Primary data acquired in 2023

Based on Table 1 above, all indicators have met convergent validity (valid convergent), as they have loading factor values above 0.70. Next is the discriminant validity test based on the heterotrait-monotrait ratio. The results show that all indicator spreads have values below 0.90, indicating that the construct as a whole is valid discriminant. The next step is to assess the reliability of the research indicators, with the results presented in Table 2 below.

**Table 2. Reliability Test Results**

Variabel	Cronbach Alpha's	Composite Reliability	Decision
Training (X1)	0,900	0,920	Reliable
Work Commitment (X2)	0,920	0,932	Reliable
Work Behavior (X3)	0,922	0,934	Reliable
Career Development (Y)	0,884	0,908	Reliable

Source: Primary data processed, 2023

Based on Table 2 above, the results of the composite reliability and Cronbach's alpha tests indicate satisfactory values, as all latent variables have composite reliability and Cronbach's alpha values of  $\geq 0.70$ . Therefore, it can be concluded that the constructs have good reliability, and the questionnaire used as the research instrument is consistent. Since the steps or procedures for testing the outer model are fulfilled, the next step is the evaluation of the structural model using the  $R^2$  value. The results are presented in Table 3:

**Table 3: Coefficient of Determination Testing Findings ( $R^2$ ).**

Endogenous Variables	R-Square ( $R^2$ )	Decision
Career development (Y)	0,704	Moderate

Source: SmartPLS data processing findings for 2023

Based on Table 3 above, the  $R^2$  value is 0.704 or 70.4%, indicating that the variables Training, Work Commitment, and Work Behavior used in this study can explain 70.4% of the information needed to predict the Career Development variable. The remaining 29.6% is explained by other variables or factors outside the independent variables of this study.

### Hypothesis Testing

This section presents and explains the results from SEM Smart PLS to determine or test the hypotheses previously proposed. The hypothesis test results can be directly seen in Table 4 below:

**Table 4. Hypothesis Test Results**

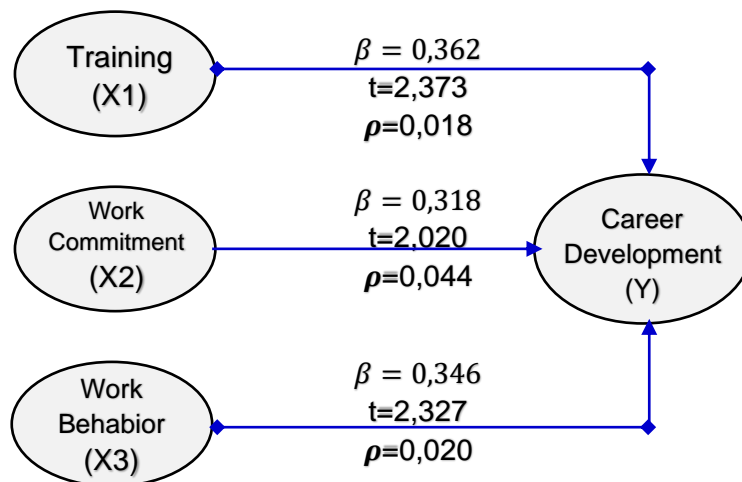
Structural	Original Sample	T-Statistics	P Values	Expected	Results
Training → Career Development	0,322	2,373	0,018	Positive & Significant	Accepted
Work Commitment → Career Development	0,318	2,020	0,044	Positive & Significant	Accepted
Work Behavior → Career Development	0,346	2,327	0,020	Positive & Significant	Accepted

Source: Primary data acquired in 2023

Based on the hypothesis test results in this study, it was found that training has a positive and significant effect on career development. This is indicated by a t-statistic value



of 2.373 and a p-value of 0.018, which is less than 0.050, and a positive parameter coefficient value of 0.322. Therefore, it can be concluded that H1 is accepted. Work commitment has a positive and significant effect on career development. This is indicated by a t-statistic value of 2.020 and a p-value of 0.044, as well as a positive parameter coefficient value of 0.318. Therefore, it can be concluded that H2 is accepted. Work behavior has a positive and significant effect on career development. This is indicated by a t-statistic value of 2.327 and a p-value of 0.020, as well as a positive parameter coefficient value of 0.346. Therefore, it can be concluded that H3 is accepted. The results, as shown in Table 4, can be illustrated in Figure 2 below.



Source: Primary data acquired in 2023

**Gambar 2. Hasil Uji Bootstrapping**

## Discussion

### Impact of Training on Career Development

Based on the hypothesis testing seen in Table 5, a t-statistic value of 2.373 was obtained, which is greater than 1.960, and a p-value of 0.018, which is less than 0.050, indicating a significant positive effect. Adequate training in terms of facilities, educational methods, educational materials, and technology used will impact career development by equipping members with new knowledge useful during field tasks, thereby enhancing their career development. This hypothesis is supported by field observations through interviews and questionnaires conducted among members of the Jatiasih Police Station, indicating that well-equipped training facilities across various aspects such as training method suitability, material presentation clarity, and physical facilities availability, as well as the curriculum comprehensibility, support career development among Jatiasih Police Station members. This research finding is reinforced by previous studies by Faizal et al. (2019) and Broto (2020), who similarly found a significant influence of training on career development. The research concludes that career development is a motivation for every police personnel, serving as a source of motivation in their work.

### Impact of Job Commitment on Career Development

Based on the hypothesis testing seen in Table 5, a t-statistic value of 2.020 was obtained, which is greater than 1.960, and a p-value of 0.044, which is less than 0.050, indicating a significant positive effect. High commitment and loyalty, along with support from

colleagues within the Jatiasih Police Station, contribute to members feeling proud to be part of the station, thereby influencing their career development positively. This hypothesis is supported by field data from interviews and questionnaires among Jatiasih Police Station members, showing that high loyalty prompts members to focus on career development due to their strong commitment to Jatiasih Police Station's progress. This finding is consistent with previous research (e.g., Ekowati & Arianto, 2022), which concluded that job commitment positively affects career development. The study further asserts that good employee commitment enhances career development.

### **Impact of Work Behavior on Career Development**

Based on the hypothesis testing seen in Table 5, a t-statistic value of 2.327 was obtained, which is greater than 1.960, and a p-value of 0.020, which is less than 0.050, indicating a significant positive effect. Possessing good adaptation skills, maintaining good relationships among members, and receiving guidance from superiors enhance task productivity, fostering high motivation among members to develop their careers. The hypothesis testing results are supported by field data from interviews and questionnaires among Jatiasih Police Station members, highlighting the importance of good adaptation skills and responsibility towards assigned tasks, motivating members to pursue career development. This research aligns with studies such as Yanti & Yanti (2020), which concluded that work behavior significantly impacts career development by enhancing individual work abilities towards desired career goals. Additionally, the research confirms Rivai's (2005) view that improving individual work abilities contributes to career development, particularly emphasizing police work behaviors such as aiding, protecting, and assisting the community during field duties.

### **Conclusion**

This study proves that education significantly and positively impacts career development, indicating that training initiatives have the potential to support career development among Jatiasih Police Station members. Job Commitment significantly and positively influences career development, underscoring that individual awareness and support from fellow colleagues within the Jatiasih Police Station contribute to members feeling proud to be part of the station and thereby positively impacting their career development. Work Behavior significantly and positively affects career development, emphasizing that good work behavior and positive relationships among Jatiasih Police Station members, coupled with guidance from superiors, enhance members' enthusiasm in their duties, thereby supporting career development. Key work behaviors observed include protecting, aiding, and assisting the community during field duties.

Conclusion This research demonstrates that education has a positive and significant impact on Career Development. This indicates that training activities have the potential to support career development among the members of Polsek Jatiasih. Job Commitment also has a positive and significant effect on Career Development. It means that individual awareness and support from colleagues within Polsek Jatiasih can foster pride among members, contributing to their career development. Work Behavior positively and significantly influences Career Development. Maintaining good work behavior and fostering positive relationships among Polsek Jatiasih members, coupled with guidance from superiors, enhances members' enthusiasm in their duties, thereby supporting their career

advancement. Of utmost importance in work behavior is fostering, protecting, and assisting the community during field assignments.

### Recommendations

The Polsek Jatiasih Kota Bekasi should provide motivation to actively participate in training and revisit what the organization has imparted, particularly focusing on police ethics regulations. Additionally, direct support from superiors is crucial for sharing information through discussions, emphasizing the importance of the police force to the nation, society, and the community. This is essential for boosting morale and ensuring consistency in commitment to the Indonesian National Police (Polri).

Regarding work behavior, Polsek should support positive police actions both within the office and in the community. This can be achieved through socialization about the importance of the police force for national integrity, emphasizing prioritizing public interests over personal ones and instilling the principle that police duties are noble.

Future researchers should focus on training variables, job commitment, and police work behavior to establish career development as a mediator and police performance as an endogenous variable. Moreover, expanding the research sample to include higher levels such as Polres or Polda would be beneficial.

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