



The Effects of Training Programs, Self-Efficacy, and Work Motivation on Police Officer's Performance

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Abstract

Background: The performance of officers is an important factor in preserving public security and enhancing confidence in the police among communities in Indonesia. The South Tangerang *Resort Kepolisian* (Police Resort) has been carrying out several reforms related to professional challenges; however, the scope of implementing evidence-based performance improvement strategies still requires broader engagement from academia and practitioners/experts.

Objective: This study aimed to analyze the direct and indirect effects of training, self-efficacy, and work motivation on *Polri* performance in the South Tangerang Police Resort.

Methods: A mixed-method sequential explanatory design was used with 208 *Non-Commissioned Officer* (NCO) personnel from three police sectors, of which 136 respondents were recruited through proportional random sampling. A combination of Likert-scale questionnaires and path analysis supported the quantitative component, while qualitative triangulation employed the Delphi technique.

Results: Training, self-efficacy, and work motivation had positive, significant direct effects on performance. Self-efficacy and training were also positively associated with work motivation, which, in turn, partially mediated their relationship with performance, although direct effects were greater than indirect ones.

Conclusion: The quality of training, higher self-efficacy through coaching, and motivational systems are needed to optimize performance. In this regard, the present study contributes by providing further confirmation of the mediating role of work motivation in a law enforcement setting.

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INTRODUCTION

The organization's competitiveness is a key factor determining its continued growth and survival in the era of globalization, where human resources act as the main driver of organizational success (Chatterjee & Mariani, 2024; Morais et al., 2021; Turner, 2019). As mandated by Law Number 2 of 2002 concerning the Indonesian National Police (Central Government of the Republic of Indonesia, 2002), the Indonesian National Police have a strategic function in maintaining domestic security and public order, law enforcement, as well as community protection and service. Being a state institution, it is expected to act with professionalism, accountability, and transparency in carrying out its work.

Police operations in the structure are organized into three tiers: enlisted personnel, Non-Commissioned Officers (NCOs, who are also active at upper ranks), and Officers at middle ranks. The main role is played by NCOs, who are the operational backbone and who immediately adapt to any duties, including those at the Police Resort and Sector Police levels. At South Tangerang

Police Resort, half or more of the operational posts across all units — Criminal Investigation, Traffic, Intelligence, and Community Development — are occupied by Non-Commissioned Officers. The performance assessment framework is set out in Regulation Number 1 of 2025 concerning the Performance Management System, which measures personnel objectively on the basis of their competencies in training and career development.

Public trust in the Indonesian National Police continues to fall well below expectation despite various reform initiatives being launched. According to 2023 survey data from Indikator Politik Indonesia, the agency ranks fourth in public confidence among state institutions. Professionalism problems remain evident, as indicated by ethical violations and disciplinary cases recorded at the South Tangerang Police Resort from 2021 to 2023. Issues of high crime rates in South Tangerang also increase public scrutiny, which can affect institutional credibility.

Performance is the result of work influenced by various factors (Sinaga et al., 2020). These factors can be broadly categorized into individual factors — such as competence, skills, self-efficacy, and motivation — and organizational factors, including leadership quality, organizational culture, facilities, and training programs (Sinaga et al., 2020). In the context of police organizations, performance encompasses dimensions of quality, quantity, effectiveness, efficiency, reliability, and creativity in executing assigned duties. Self-efficacy also contributes to motivation and action, qualities that are closely connected to professionalism (Hasanah et al., 2021; Jahja & Azwar, 2017). Work motivation, which is a drive that encourages individuals to reach predetermined targets, greatly enhances performance (Herdilah et al., 2023; Herzberg et al., 2020; Pak et al., 2023). Initial survey results revealed deficiencies in efficiency, effectiveness, quality, quantity, timeliness, and creativity, suggesting the need to improve training programs while strengthening self-efficacy and work motivation to improve the overall performance of police officers. This empirical context — the observed deficiencies in efficiency, effectiveness, quality, quantity, timeliness, and creativity among South Tangerang Police Resort officers — motivates the need to systematically strengthen training programs, self-efficacy, and work motivation as the three focal interventions of this study. The reasons introduced above are what ground the research framework presented below.

Several studies have shown that public servant performance is affected by internal and external factors such as training programs, self-efficacy, and work motivation. However, most of the prior research examined only the direct impact of these variables on performance without considering work motivation as a mediating variable (Ianaturodiah & Wahjudi, 2020; Neza & Rivai, 2020). Additionally, studies focusing on performance among police officers at the sectoral level — specifically within the institutional framework of the Indonesian National Police — are relatively scarce. Thus, the present research responds to this knowledge gap by exploring both the direct and indirect relationships among training programs, self-efficacy, work motivation, and police officer performance, thereby contributing to the evidence base for human resource development in public sector law enforcement.

Under these conditions, the research will formulate strategic efforts to improve the performance of South Tangerang Police Resort officers by examining training programs, self-efficacy, and work motivation. Therefore, this study not only tests the direct and indirect relationships between the variables concerned specifically, the direct effects of training programs, self-efficacy, and work motivation on performance but also investigates work motivation as a mediating variable for the effects of both training programs and self-efficacy on performance.

METHOD

Research design is a scientific and systematic plan to test a hypothesis, controlling variables while answering the research question comprehensively. This is a mixed-methods study using sequential explanatory design, characterized by collecting and analyzing quantitative data followed by qualitative analysis to explain and elaborate on the quantitative findings. Rooted in positivist philosophy, the study uses descriptive and causal methods, implementing surveys and path analysis quantitatively, alongside the Delphi technique through focus group discussions qualitatively. The study was conducted at three Sector Police Offices under the South Tangerang Police Resort namely Ciputat, Pamulang, and Pondok Aren between 2023 and 2025, covering the variables of performance, training programs, self-efficacy, and work motivation.

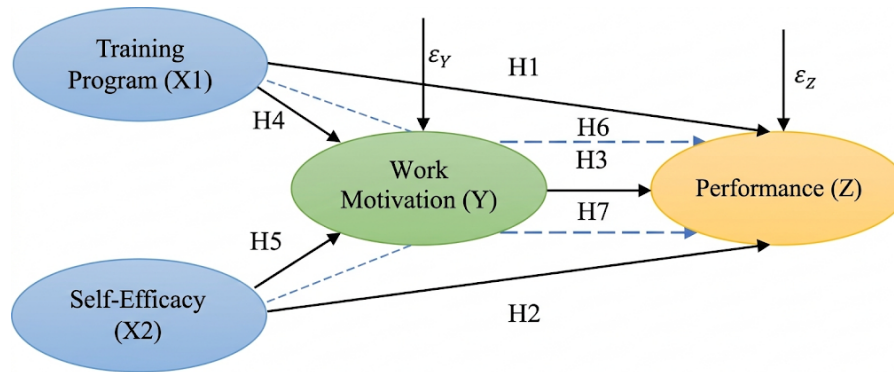


Figure 1. Research Design

Figure 1 presents the research framework, in which seven hypotheses are suggested, including positive direct effects of Training Programs, Self-Efficacy, and Work Motivation on performance; a positive direct effect of Training Programs and Self-Efficacy on Work Motivation; as well as an indirect positive effect of Training Programs and Self-Efficacy on performance through Work Motivation.

The research method used in this study is descriptive causal to explain the characteristics of the variables and examine cause-and-effect relationships between Training Programs, Self-Efficacy, Work Motivation, and Performance. The population was Non-Commissioned Officer (NCO) members of the Indonesian National Police who provide general services in three Sector Police Offices under the South Tangerang Police Resort, including Ciputat, Pamulang, and Pondok Aren, with a total population of 208 personnel. From this population, using proportional random sampling and the Slovin formula (with a margin of error of 5 percent), a total of 136 respondents were selected. They used well-designed structured questionnaires containing 5-point Likert scales to collect data. Quality, quantity, effectiveness, efficiency, reliability, and creativity measured performance, and the other variables were measured with relevant conceptual indicators. The Pearson Product-Moment correlation coefficient was utilized to test instrument validity, while the Cronbach's Alpha coefficient was used for assessing reliability in order to measure accurately and consistently.

The first step was performing a descriptive analysis of the variables with statistics on maximum and minimum scores, mean, median, mode, range, and standard deviation, as well as frequency distribution tables including class intervals versus frequency and histograms. Hypothesis testing was performed after prerequisite analyses such as the Lilliefors normality test for residuals and Bartlett's homogeneity of variance tests for the Self-Efficacy, Training Programs, Work Motivation, and Performance variables. The results of six significance tests (at 0.05 and 0.01 levels) examined the significance and linearity of the regression equations through analysis of variance. Path analysis was subsequently conducted to evaluate direct and indirect effects; the first substructure model explored how Training Programs and Self-Efficacy affect Work Motivation, while the second evaluated how Training Programs, Self-Efficacy, and Work Motivation affect Performance, followed by hypothesis testing and analysis at the indicator level of relationships among variables.

In this study, we applied a mixed-methods approach using a sequential explanatory design (in which the quantitative research is completed first, followed by the qualitative research to explain or validate findings). Quantitative findings highlight average performance indicator scores that correlate strongly or very strongly with independent variables (i.e., a minimum correlation coefficient of 0.60) and whose relationships therefore warrant further investigation in the qualitative phase, toward identifying which key indicators warrant deeper exploration. Focus Group Discussions and the Delphi Technique — which is a structured, iterative, consensus-building process of collecting individual responses, group summarization followed by reconfirmation — along with categorizing responses using Likert scales and triangulation, are used to gather qualitative data from police officers located in the three Sector Police Offices (Ciputat, Pamulang, and Pondok Aren). The final step is to compare the qualitative and quantitative results at the level of indicators in order to evaluate consistency and thus bolster the overall validity of the research conclusions.

RESULTS AND DISCUSSION

Results

Descriptive analysis was performed using data collected from 136 police officers working at the South Tangerang City Police Resort. The study tested four major variables: Training Programs, Self-Efficacy, Work Motivation, and Performance. In general, the empirical medians of all variables exceeded their theoretical medians, indicating that respondents' perceptions leaned toward high.

The mean of the three scores was 138.26 for the Training Program variable, with a tendency to concentrate most responses in upper score intervals, explaining very positive perceptions. The mean of all seven indicators (identification of training needs, objectives determination, content determination/training material, instructor selection, procedures/facilities, and evaluation) was 4.50, which is classified as Very Good. The mean score for Self-Efficacy was 138.74, and most respondents scored on the medium-high side. All six indicators were classified as Very Good, and the overall average score of 4.52 reflects high confidence among officers in regulating emotions and belief in one's ability to perform tasks. Work Motivation had a mean score of 110.75, while the overall indicator average indicated that Work Motivation was classified as Good ($M = 3.62$). The most highly rated were safety needs, while salary and status emerged as relatively weak points in terms of areas for improvement. The mean performance score was found to be 116.29 (Good overall; average indicator = 3.76). Quality and effectiveness scored the highest, while efficiency was the lowest rated and an area for improvement.

Table 1. Recapitulation of Descriptive Analysis Scores

No	Description	Training Programs (X1)	Self Efficacy (X2)	Work Motivation (Y)	Performance (Z)
1	Mean	138.26	138.74	110.75	116.29
2	Median	136	136.5	111	117
3	Mode	138	139	113	117
4	Standard Deviation	6.983	4.454	5.162	5.639
5	Variance	48.756	19.837	26.648	31.794
6	Range	32	25	26	34
7	Minimum Score	120	124	98	100
8	Maximum Score	152	149	124	134
9	Total Score	18803	18869	15062	15816

The mediating relationship of Work Motivation (Y) in the effect of Training Programs (X1) and Self-Efficacy (X2) on Performance (Z) is examined through the analysis of indirect effects. The results indicate that Training Programs positively and indirectly affected Performance through Work Motivation, with an indirect coefficient of 0.045 (transmission effect). The Sobel test yielded a Z-value of 1.983 (greater than the critical value of 1.65 ($\alpha = 0.05$, one-tailed)) and a probability value of 0.024 (< 0.05), indicating that Work Motivation significantly mediates the influence of Training Programs on Performance. Similarly, Self-Efficacy positively and indirectly affected Performance through Work Motivation, with an indirect coefficient of 0.038 (transmission effect). The Sobel test yielded a Z-value of 2.014 (greater than the critical value of 1.65) and a probability value of 0.022 (< 0.05), meaning that Work Motivation significantly mediates the influence of Self-Efficacy on Performance. Overall, both direct and indirect effects are statistically significant and positive within the empirical path model.

Table 2. Summary of Direct and Indirect Effects Results

No.	Path	Direct Effect (DE) β	Indirect Effect (IE)	P-value	Sobel (Z) & Prob.	Conclusion
1	X1 $\rightarrow$ Z	0.207	–	0.013	–	Significant positive direct effect of Training Programs on Performance
2	X2 $\rightarrow$ Z	0.164	–	0.044	–	Significant positive direct effect of Self Efficacy on

No.	Path	Direct Effect (DE) β	Indirect Effect (IE)	P-value	Sobel (Z) & Prob.	Conclusion
3	$Y \rightarrow Z$	0.261	–	0.002	–	Performance Significant positive direct effect of Work Motivation on Performance
4	$X1 \rightarrow Y$	0.173	–	0.043	–	Significant positive direct effect of Training Programs on Work Motivation
5	$X2 \rightarrow Y$	0.277	–	0.001	–	Significant positive direct effect of Self Efficacy on Work Motivation
6	$X1 \rightarrow Y \rightarrow Z$	–	0.045	–	1.983 > 1.65; 0.024 < 0.05	Significant positive indirect effect of Training Programs on Performance through Work Motivation
7	$X2 \rightarrow Y \rightarrow Z$	–	0.072	–	2.013 > 1.65; 0.022 < 0.05	Significant positive indirect effect of Self Efficacy on Performance through Work Motivation

As can be seen from the results of hypothesis testing (see Table 2), all proposed relationships are positive and statistically significant. Training Programs (X1) is positively associated with Performance (Z), which means that improving training programs will enhance the performance of INP officers in conducting their duties. That is, the higher self-belief someone has, the better job performance that person will have, because Self-Efficacy (X2) also directly and positively influences Performance. Moreover, Work Motivation (Y) directly influences Performance in a positive direction, which indicates that higher motivation leads to better performance of officers.

Training Programs have a significant impact on Work Motivation, suggesting that properly designed training can enhance the motivation levels of officers. Self-Efficacy also positively predicts Work Motivation, meaning that the more confident one is in their skills, the more motivated they will be. In addition, Training Programs have an indirect effect on Performance through Work Motivation, confirming the mediating role of motivation in this relationship. Self-Efficacy also has an indirect positive impact on Performance through Work Motivation, indicating that motivation significantly mediates the relationship between self-efficacy and performance. In general, it is predicted that improved Training Programs, Self-Efficacy, and Work Motivation will influence the performance of police officers both directly and indirectly.

Such qualitative analysis involved selecting two of the strongest items for each indicator based on the highest item-total correlation coefficients. Responses were recorded individually, collated into group conclusions, and triangulated with a Human Resource Management specialist. There exists a high level of consistency in the comparison between quantitative and qualitative findings across the respective variables of Training Programs, Self-Efficacy, Work Motivation, and Performance. While there were differences at the indicator level, they remained within the same directional category.

The total data results are shown in Table 3, where quantitative and qualitative results consistently indicate that Training Programs and Self-Efficacy are included in the Very Good category, while Work Motivation and Performance are included in the Good category. The results of this research indicate that the police officers at the Resort Kepolisian South Tangerang have already demonstrated high support in training, high self-efficacy, adequate work motivation, and generally show good performance quality, which includes efficiency, effectiveness, quality, quantity, as well as reliability and creativity.

Table 3. Summary of Average Quantitative and Qualitative Analysis

No	Variable	Quantitative Average Score	Quantitative Category	Qualitative Category
1	Training Programs	4.521	Very Good	Very Good
2	Self Efficacy	4.316	Very Good	Very Good
3	Work Motivation	3.879	Good	Good
4	Performance	3.043	Good	Good

Discussion

Training programs have a direct, positive, and significant effect on the performance of Indonesian National Police officers at the South Tangerang Police Resort. Thoughtfully created training programs grounded in needs assessment, well-defined objectives, matched content, skilled trainers, and feedback loops can help improve officer skills, performance, and professionalism. These results correspond to the findings of Bandhaso et al. (2023), that training programs improve performance outcomes significantly, and Kanapathipillai & Azam (2020), who discuss the benefit of a structured training experience to promote competence, confidence, and adaptability in the workplace. Theoretically speaking, training serves as a solution that closes the gap between an officer's current and necessary skills so that they can meet evolving operational demands. This highlights training acquisition's crucial role as a key driver of advancement in police performance.

Self-efficacy has a direct, positive, and significant effect on the performance of police officers. This is because officers who possess high levels of self-efficacy — encompassing emotional regulation, high aspiration, mastery experience, observational learning, past performance accomplishments, and positive verbal persuasion — are more likely to persist, be resilient, and maintain consistency in performing their duties. Social cognitive theory from Bandura et al. (1999) identifies self-efficacy, defined as one's estimation of their own ability to meet certain situations or execute a given task, as a critical motivating factor in improving task-related behavior and performance. This finding is reinforced by Pratomo (2022), which shows that self-efficacy has a positive effect on employee performance, and Magistra et al. (2021), where it was found that more committed and self-efficacious individuals with a positive disposition tend to show better performance outcomes compared to those lacking self-efficacy. One actionable implication would be to establish institutional programs that focus on building officers' confidence through mentoring, coaching, and recognition of accomplishments, which can facilitate lasting performance gains.

Among the variables examined, work motivation proved to be the most consistently significant direct predictor of police officer performance in this study. Motivated officers are more likely to be focused, accountable, proactive, and results-oriented in relation to organizational goals and expected outcomes. The motivational climate of the organization is shaped by indicators across Maslow's hierarchy of needs, including self-actualization, esteem, and social needs, in addition to extrinsic factors such as salary, working conditions, supervision quality, and professional status. Chien et al. (2020) also found that work motivation is a strong predictor of employee performance in service organizations, while Rau et al. (2025) substantiated a strong connection between motivation and the quality, productivity, and consistency of task implementation. Institutionally, these results suggest that the South Tangerang Police Resort should develop a merit- and integrity-based recognition system, foster supportive supervisory behavior, and cultivate an organizational climate that balances collective values with recognition of individual contributions.

Training programs and self-efficacy are positive antecedents of work motivation. When officers receive adequate training, they gain more than technical skills; they develop a sense of purpose, a professional identity, and the motivation to perform effectively. Likewise, self-efficacy enables officers to approach challenging tasks with confidence, which in turn enhances their motivation and commitment. These findings are consistent with those of Mutiya et al. (2022), suggesting that developing competency and building confidence as dual strategies can create a virtuous cycle of motivation and performance enhancement throughout police organizations.

Regarding indirect effects, the results demonstrated that training programs and self-efficacy had a positive effect on performance through work motivation, with mediation accounting

for more than 3.96% of the effect for training programs and 11.20% for self-efficacy, thus confirming the hypothesis that work motivation serves as a meaningful intervening variable in both pathways. Although all mediation effects are statistically significant, they are relatively modest compared to the corresponding direct effects, implying that work motivation offers partial and complementary rather than dominant mediation in the current research context. This mediation pattern suggests that, while motivation amplifies the performance benefits of training and self-efficacy, both variables also make significant independent contributions to performance. These findings partly confirm and partly diverge from existing literature. Neza & Rivai (2020) and Ianaturodiah & Wahjudi (2020) found that work motivation mediated the relationships between training and performance and between self-efficacy and performance, a directionality that is consistent with the present study. Hikmah (2020), on the other hand, found that motivational mediation has stronger effects in banking contexts compared to other organizational settings, indicating that institutional context, organizational culture, and task demands can all influence the nature and strength of motivational mediation. In high-stress operational environments such as law enforcement, factors directly tied to competence and confidence may have a more immediate impact on performance than motivational mechanisms, which tend to operate over longer timeframes. An important practical implication of these findings is that motivation-enhancing interventions, while valuable, have limits and should not substitute for direct investment in training quality and self-efficacy development. Organizations should therefore pursue integrated human resource strategies that simultaneously address all three dimensions.

CONCLUSION

The results of this study have detected solutions that can be applied to improve the performance of INP officers at South Tangerang City Police Resort. It means that the Training Programs, Self-Efficacy, and Work Motivation directly influence the officers' Performance positively and significantly, which indicates that improving these factors will also improve officers' work outcomes. The Training Programs and Self-Efficacy also have direct, positive, and significant effects on Work Motivation, which means that if the quality of training is improved and officers' confidence in their abilities is strengthened, then this will increase motivation simultaneously. While both have positive and significant mediated effects on Performance through Work Motivation, the direct effects of Training Programs and Self-Efficacy are higher than the mediated effects, suggesting that Work Motivation is not working optimally as an intervening variable. In general, focus on both strengthening the variables directly and treating Training Programs and Self-Efficacy as complementary factors in improving performance for better outcomes. This research provides empirical evidence in the literature for Work Motivation as a mediator between Training Programs, Self-Efficacy, and police officer performance in a public sector law enforcement setting. Theoretically, the results expand motivation and human capital theories to the institutional perspective of the Institusi Nasional Polisi (Indonesian National Police), indicating that individual-level factors shape performance through context-specific organizational development mechanisms. From a practical standpoint, the current study provides evidence-based recommendations for police leadership and human resource managers in formulating integrated performance enhancement strategies focused simultaneously on training quality, confidence-enhancing, and motivation climate-enhancing interplay.

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AUTHOR CONTRIBUTION STATEMENT

Pusporini Palupi Jamaludin conceptualized the study, collected, analysed and initial drafted manuscript. Paringsih contributed to methodology refinement, data validation, manuscript review, and supervision. Both authors have reviewed and approved the final version of the manuscript and contributed substantially to this research.

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