

Effect of Training and Career Development on the Performance: Role of Work Motivation as Mediating

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ABSTRACT

This research to analyse the effect of training and career development on the performance of police office with work motivation as a mediating variable. The sample in this study were 85 police officers at Polresta Pangkalpinang. The data analysis technique used is SEM SMART-PLS. The results showed that training and career development had a positive and significant effect on the work motivation of Polri members. Furthermore, work motivation also has a positive and significant effect on the performance of police officer. In addition, training and career development were also found to have a positive and significant effect directly on the performance police officers. Work motivation is proven to mediate the effect of training and career development on the performance of police officers. Overall, the results of this study indicate that training, career development, and work motivation are important factors that can improve the performance of police officers at Pangkalpinang Police Station.

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INTRODUCTION

The police force is a legal instrument in charge of maintaining public order and security. To carry out their duties properly, professional, law-abiding, moral and competent members of the Police are needed in order to carry out the duties of members of the Police in maintaining public order and security. Based on law no 2 of 2002 regulated the main tasks of the National Police as an institution that maintains public order, law enforcement, servants, protectors of the community and stipulates that the national police are no longer within ABRI. The development of an institution or government agency cannot be separated from the role of human resources, which in this case are members of the Pangkalpinang Police. The members are a very important resource in the agency. There are a lot of complaints about the performance of the police because by the existence of negative things when performing their main duties in the form of deviation in the behaviors of police member such as abuse of power/ authority (abuse of power), the quality of service delivery that is reprehensible from a moral and legal point of view, including discrimination, requests for services/law enforcement for reasons of personal interest, discretion beyond limits, making it difficult, arrogant, slow, inhumane, and other negative behaviors.

A strategic step that can be taken to achieve the goals of the agency is to form professional and quality human resources. This cannot be separated from the position of resources in any organization, including the police. One of the things that can be used to improve the quality of human resources is through training. Training is a process that systematically changes the behaviors of employees to

achieve organizational goals. Training concerned with developing a new skills and abilities at work so that what is known and for the future can help members of the Police Force to understand what to do and why to do it, providing opportunities to increase knowledge and skills. According to Mutiya et al (2022) and Gunawan et al (2022) training has a positive effect on work motivation which is inversely proportional to research conducted by Yunion (2018) where the results of his research show that training has no significant effect on work motivation. Based on the results by Manu et al (2022) and Suryawan & Suwardana (2021), it shows the results of work motivation can mediate career development which has an impact on performance. Where employee performance is highly dependent on employee work motivation and also the career development provided.

Performance is a comparison of work results achieved by personnel with predetermined standards. Improved personnel performance will bring progress for the institution to be able to provide optimal service, protection to the community. Personnel or staff who are non-echelon are 393 people or equivalent to 71.45%. Echelon IV b and IV are 125 people with a percentage of 22.73% and 17 people with a percentage of 3.09%. for echelons III b and III a, the percentage is 2.36% and 0.18% respectively. Finally, the highest position in the Pangkalpinang Police is Echelon II, which is 1 person. According to data from Human Resources of Pangkalpinang Police, the total number of positions in the Pangkalpinang Police is 262 positions with a composition of 157 filled positions and 105 vacant positions. The number of unfilled positions is due to several requirement that must be met to fill these positions. These requirements are usually related to the expertise and education that personnel must have. With the existence of several vacant positions, it is hoped that Pangkalpinang Police personnel can improve their skills, abilities and education in order to have a positive impact on their career development.

LITERATURE REVIEW

Management is a process in which a person organizes various activities carried out by individuals or groups to achieve predetermined goals and targets together, by utilizing available resources (Nurhadi, et al., 2024). In management, humans are the most important element and cannot be replaced by other elements because humans have thoughts and ideas to determine the usefulness of other elements (Nuryadin, et al., 2022). In running an organization to achieve its goals, the functions in management must be carried out. According to George R. Terry in Hamdi's research (2020) the management function can be abbreviated as POAC, namely Planning, Organizing, Actuating, Controlling. The most important capital in the organization to achieve its goals from Human Resources (Djonu, FoEh & Man, 2023). Human resource management is a process carried out by managers to recruit, retain, and develop employees, both in terms of quality and quantity, so that the workforce can be utilized effectively and efficiently to achieve company goals (Adamy, 2016). With its focus on dealing with employees, the tasks of natural resource management cover a wide range of objectives (Casprini, et al., 2024). Seen with the significant power and legitimacy of strategic position an organization, employees are human resources who are the main drivers of the running an organization (Basir, et. al., 2023).

Human resources management, which is an important aspect of organizational development, priorities employee welfare and development over administrative matters. By implementing good human resources management, organization can improve their market competitiveness, productivity, and creativity (Muktamar, et al., 2024). In Mahmud & Fajar (2024), carrying out such management involves several different components. These components include: a) human resources planning: component has plans for current and future human resources needs and involves forecasting labor requirements, succession planning and identifying position vacancies. b: recruitment and selection; it is a component that involves the process of recruiting qualified employees from marketing job vacancies, interviews, tests, and assessment. c: training and development; it's a component that focuses on the development of employee's skills and knowledge to match the needs of the job, including training and career development. d: performance management; the focus on goal setting, feedback, performance reviews and rewarding employee by involving the assessment and management of employee performance. e: compensation and benefits; has been objective of ensuring employees are compensated

fairly and competitively such as in terms of managing salaries, allowances, incentives, and other benefits. f: conflict management and employee relations; a component dedicated to handling workplace conflicts, meditation and maintaining good relations between management and employees. g: compliance and policies; ensure the organization and employees comply with all applicable regulations and policies including employment, security and privacy regulations. h: organizational culture; focuses on establishing, maintaining and developing an organizational culture that aligns with the company's value and supports the productivity and well being of its employees. i: succession planning; used to find employees who have the potential to fill important positions in the organization if there is a vacancy such as a leader. j: data analysis; involves the use of technology and data analytics to collect employee related data for the benefit of HR to make better decisions. k: change management; changes from planning, implementation and management are well organized so that employees can adapt to these changes. l: diversity and inclusion; creating a diversity and inclusive work environment and ensuring employees feel valued and have equal opportunities.

Training is a way to update and improve employee's knowledge, skills and attitude. Well-trained employees help achieve organizational goals, but without proper training, their competencies are not maximized. The training process includes needs identification, planning based on assessment, implementation and evaluation of training (Giday & P., 2023). Career development concept is a theory that states setting specific goals will increase one motivation. Goal setting is a method that, when applied appropriately, can improve both individual and team performance (Locke and Latham, 2019). Indicators of career development according to Kahpi et al (2019) are as follows: 1) Work Ability: Work ability is the ability of an individual to carry out and complete a certain task at work. 2) Exposure: Exposure can be translated as popularity. By definition is the level of popularity of a person in their work environment. Popularity in this study is defined as an individual's vertical and horizontal relationships. Individuals who in completing their tasks are accustomed to communicating vertically and horizontally also able to complete their work well by known their environment. 3) Development Opportunities: Growth opportunities are the ability of a business organization or company to provide opportunities for employees to grow and develop towards their peak potential.

Motivation is a drive, as known as desire that individuals want to achieve their goals (Noratta & Prabowo, 2019). Motivation is the power of someone who comes out from within or from outside that arouses enthusiasm and also perseverance to realize something that you want to achieve (Suhardi, 2019). Employee motivation acts as an important organizational tool that motivates and utilizes human resources to achieve organizational goals. Highly motivated employees contribute to improving their performance (Layek & Koodamara, 2023). The encouragement and action can come from internal or external to the person who has a positive influence to achieve desired goal. Motivation is an important element in humans, which plays a role in realizing success in human endeavor or work. Salim & Septa (2019), David Mc Clelland said the characteristics of individuals who are influenced by motivation, namely: need for achievement, need for power, need for affiliation. Performance comes from the notion of performance, some also give as work results or work performance (Wibowo, 2014). Performance is the result obtained by a person as a whole in a certain period while carrying out tasks (Septiana & Widjaja, 2020). Employee performance, namely the achievement of individual and group work results with a level of success in carrying out their work within a certain period (Suryaman, 2018). Employee performance includes the act of completing, carrying out, and achieving the goals that every business or organization expects with the highest standards measured by how well a worker completes assigned tasks and adheres to established deadlines and criteria (Giday & P., 2023).

METHOD

The research to be conducted uses a quantitative approach. The quantitative approach was chosen because the data used in this study are expressed in numerical form. Research methods used to analyse certain populations or samples, mathematical models and theories are used to test the hypotheses that have been put forward (Wijayanti et al., 2018). This type of research is explanatory research with a

quantitative descriptive approach, which is research that tries to explain the relationship between one variable and another. Quantitative research methods can be defined as research methods based on the philosophy of positivism, which study certain population or samples using research tools to collect data, quantitative or statistical data analysis with the aim of testing predetermined hypothesis (Sugiyono, 2019).

According to Sugiyono (2017) there are 2 types of data, namely qualitative and quantitative data. Qualitative data are data in the form of words, sentences or images. Meanwhile, quantitative data are data in the form of numbers or qualitative data in the form of numbers or scoring. The data in this study were obtained from questionnaires filled out by respondents, namely Pangkalpinang Police personnel. data collection can be done in various setting, sources, and various ways. Furthermore, when viewed in terms of ways or methods of data collection, data collection methods can be done by interview, observation, documentation and a combination (Sugiyono, 2018). Population is all objects that will be carried out in research (Putri & Ratnasari, 2019). The population in this study by Pangkalpinang Police personnel, namely 550 respondents. In this study, the sample size was adjusted to the analysis model used, namely structural equation modelling (SEM). In this regard, the sample size of SEM using the maximum likelihood estimation (MLE) model is 100-200 samples (Ghozali, 2014). In accordance with the results of the overall sample calculation, there were 85 respondents (rounding). The sampling method in this study was carried out by accidental sampling. The characteristics of the respondents who were the subjects in this study consisted of gender, age, educational level, the number of trainings that had been attended and length of service of the respondents.

RESULT AND DISCUSSION

The results of data analysis using the outer model as follow: a; convergent validity where convergent validity testing based on loading factors is known to have all values greater than 0.7, which indicates that value has met the validity requirements and the latent variables each have a positive relationship. The AVE value has a value greater than 0.5. the results of convergent testing validity can be seen in table 4.1.

Tabel 4.1 the results of convergent testing validity

Variable	ITEM	Loading Factor
Employee Performance	KI1	0,854
	KI2	0,799
	KI3	0,883
	KI4	0,839
	KI5	0,899
Work Motivation	MT1	0,882
	MT10	0,848
	MT2	0,888
	MT3	0,817
	MT4	0,882
	MT5	0,839
	MT6	0,860
	MT7	0,912

	MT8	0,887
	MT9	0,745
Career Developmen	PK1	0,872
	PK10	0,784
	PK11	0,824
	PK12	0,767
	PK13	0,836
	PK14	0,807
	PK15	0,794
	PK16	0,843
	PK17	0,760
	PK18	0,808
	PK19	0,754
	PK2	0,783
	PK20	0,844
	PK3	0,859
	PK4	0,882
	PK5	0,821
	PK6	0,826
	PK7	0,883
	PK8	0,866
	PK9	0,830
Training	PL1	0,897
	PL10	0,831
	PL11	0,828
	PL12	0,725
	PL13	0,717
	PL2	0,829
	PL3	0,885
	PL4	0,807
	PL5	0,883
	PL6	0,878
	PL7	0,826
	PL8	0,903
	PL9	0,732

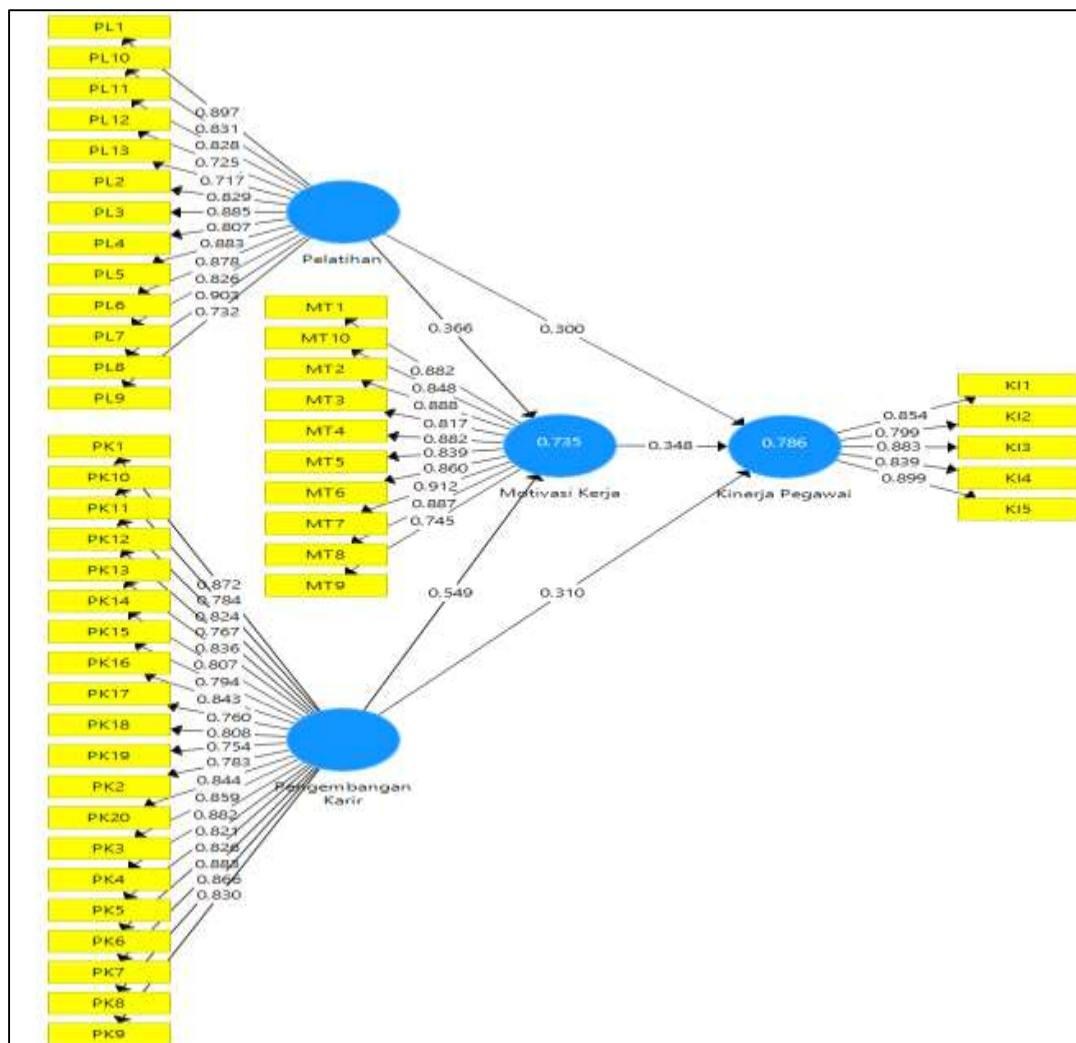
Sources: Results of Researcher Data Processing (2024)

From above tabel 4.1 , it can be seen that the convergent validity test based on the loading factor of the indicators on the training variable. Indicator of training, development, motivation and performance variables, it is known that all values are greater that 0.7, which indicates that this value has met the validity requirment and the latent variables each have a positive relationship. So it is certain that the AVE value has fullfilled the validity requirements, meaning that one latent variable can explain the indicator variance of more than half the variance in the average.

Tabel 4.2 Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Performance	0,732
Work Motivation	0,735
Training	0,686
Career Development	0,677

Picture 4.1. Diagram Outer Loadings



Base on above picture 4.1 Discriminant validity in the value generated after the calculation shows the loading factor value to the intended construct is higher than the loading factor value to other constructs. The construct value is also greater than 0.7. so it can be said that the indicator is valid. The AVE value of construct is greater than the correlation between the construct and other constructs. From these results it can be said that discriminant validity is achieved. The overall CR (composite reliability) value has a value of > 0.7 so that it has met the reliability requirements. Likewise, the Cronbach's alfa value has a value > 0.6 . R^2 value > 0.75 can be said to be strong model, $R^2 > 0.50-0.75$ can be said to

be a moderate model. Based on the calculation, there are 94% connects these variables while 6% is explained by variables that are not included in the model.

1. Discriminant Validity

Discriminant Validity to see the extent to which a construct is different from other constructs so that it can be ensured that different constructs do not overlap significantly. The measurement can be seen from the cross loading whose value must be > 0.7 or with the Fornell – Larcker Criterion approach which shows the square root of the AVE is greater than the correlation between latent constructs. Below for discriminant validity measurement through cross loading.

Table 4.3 Discriminant Validity Measurement through Cross Loading

Item	Employee Performance	Work Motivation	Training	Career Development
KI1	0,854	0,757	0,707	0,757
KI2	0,799	0,762	0,633	0,703
KI3	0,883	0,701	0,751	0,718
KI4	0,839	0,663	0,635	0,625
KI5	0,899	0,684	0,693	0,692
	Employee Performance	Work Motivation	Training	Career Development
MT1	0,732	0,882	0,699	0,755
MT10	0,731	0,848	0,621	0,694
MT2	0,740	0,888	0,669	0,724
MT3	0,686	0,817	0,688	0,639
MT4	0,731	0,882	0,685	0,703
MT5	0,696	0,839	0,564	0,674
MT6	0,716	0,860	0,727	0,681
MT7	0,741	0,912	0,676	0,792
MT8	0,713	0,887	0,661	0,748
MT9	0,672	0,745	0,654	0,619
PK1	0,688	0,701	0,619	0,872
PK10	0,646	0,563	0,530	0,784
PK11	0,716	0,632	0,586	0,824
PK12	0,691	0,659	0,568	0,767
PK13	0,773	0,759	0,670	0,836
PK14	0,727	0,699	0,637	0,807
PK15	0,652	0,728	0,597	0,794
PK16	0,716	0,723	0,677	0,843
PK17	0,630	0,552	0,633	0,760
PK18	0,713	0,741	0,669	0,808
PK19	0,665	0,641	0,548	0,754
PK2	0,590	0,611	0,630	0,783
PK20	0,681	0,686	0,715	0,844
PK3	0,635	0,737	0,595	0,859

PK4	0,665	0,731	0,646	0,882
PK5	0,572	0,658	0,620	0,821
PK6	0,664	0,648	0,553	0,826
PK7	0,672	0,698	0,600	0,883
PK8	0,679	0,677	0,576	0,866
PK9	0,678	0,626	0,581	0,830
PL1	0,731	0,691	0,897	0,654
PL10	0,617	0,595	0,831	0,656
PL11	0,614	0,615	0,828	0,656
PL12	0,462	0,470	0,725	0,507
PL13	0,724	0,735	0,717	0,736
PL2	0,668	0,628	0,829	0,538
PL3	0,688	0,629	0,885	0,643
PL4	0,630	0,640	0,807	0,559
PL5	0,723	0,666	0,883	0,634
PL6	0,722	0,645	0,878	0,601
PL7	0,676	0,698	0,826	0,634
PL8	0,735	0,679	0,903	0,636
PL9	0,549	0,591	0,732	0,530

2. Composite Reliability

This test is used to assess how reliably or consistently a construct is measured by its indicators. This helps understand the questionnaire question instruments designed to measure a concept are really well answered. This test determined using Cronbach Alpha > 0.6 and composite reliability > 0.7.

Table 4.4 Composite Reliability and Cronbach's Alpa Test Results

	Cronbach's	Composite
Performance	0,908	0,932
Work Motivation	0,959	0,965
Training	0,961	0,966
Career Development	0,975	0,977

Sources: Results of Researcher Data Processing (2024)

Based on table 4.4 above known that the CR (composite reliability) value on training, career development, motivation and performance variables has a value > 0.7 so that it has met the reliability requirements. Likewise, the Cronbach's alpha value has a value > 0.6, so it can be said to be reliable.

3. Coefficient of Determination (R²)

This conducted to test the relationship between constructs affecting each other. Testing is done by assessing R². Measurement of the value of R² the influence between variables can be expressed in a way that if the value of R² > 0.75 can be said to be strong model, if R² > 0.50 – 0.75 can be said to be a moderate model and R² 0.25 – 0.50.

Table 4.5 Value R²

	R Square	R Square Adjusted
Performance	0,786	0,778
Work Motivation	0,735	0,729

Sources: Results of Researcher Data Processing (2024)

Based on table 4.5, results of the R^2 analysis show that performance R-square is 0.786 with an adjusted R-square value of 0.778. this explains the diversity of performance variables can be explained by training variables, career development and work motivation by 77.8%. In orther words, the contribution of training variable, career development and work motivation to performance has a value while the remaining 32.2% is influenced by other factors not examined in this study. It can be said that the influence of training variables, career development on model performance variables is strong with a value of $R^2 > 0.7$.

4. Hypotheses Test

Hypotheses with a p-value of < 0.05 will be accepted. The results of the significance of the tested model will provide information on the influence between research variable and will also answer the research hypothesis.

Table 4.6 Significance Test of Influence

	Original	Sample	Standard	T	P
Performance -> Work Motivation	0,366	0,378	0,140	2,618	0,009
Career Development -> Work Motivation	0,549	0,539	0,151	3,633	0,000
Performance-> Performance	0,366	0,312	0,146	2,057	0,040
Work Motivation -> Performance	0,310	0,309	0,155	2,003	0,046
Work Motivation -> Performance	0,3	0,336	0,135	2,573	0,010

Sources: Results of Researcher Data Processing (2024)

Table 4.7
Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Performance -> Work Motivation -> Career Development	0,127	0,127	0,064	1,996	0,046
Career Development -> Work Motivation -> Employee Perfomance	0,191	0,182	0,096	1,980	0,048

Sources: Results of Researcher Data Processing (2024)

DISCUSSION

The Effect of Training on Motivation

This study shows that training has a positive and significant effect on the work motivation of personnel at the Pangkalpinang Police, it can be seen from the coefficient value of 0.366 and significance of P-Values $0.009 < 0.05$. This proves that personnel agree with the need to provide training because training can help increase personnel work motivation. This is because Pangkalpinang police personnel feel more able to master or gain skills and knowledge which will increase the effectiveness, productivity and quality of personnel in carrying out their duties as members of the Pangkalpinang Polresta unit. Effective training can improve knowledge in handling tasks more efficiently and effectively. It can increase confidence and motivation in completing assigned tasks. Through training, members can better understand the organisation's vision, mission and goals, which can also increase commitment to work and the institution, which in turn increases motivation to contribute optimally.

The Effect of Career Development on Motivation

Based on the results of data analysis, it is found that career development has a positive and significant effect on employee motivation. This is indicated by variable coefficient of career development of 0.549 and significance P-values $0.000 < 0.05$. This means that better implementation of career development, the work motivation of Pangkalpinang Police personnel will increase. With this career development opportunity, it can increase self-confidence and motivation to complete tasks better. With a clear career path and the opportunity to advance in rank or gain new responsibilities, members will be motivated to improve performance to achieve higher career goals. Any training provided and attended by members makes a plus or addition to the performance assessment so that it can facilitate career development. Effective career development can increase member personal and professional satisfaction. When supported to develop themselves and reach their maximum potential, the motivation to make maximum contribution increases.

The Effect of Training on Performance

Based on the results of data analysis, it is found that training has a positive and significant effect on employee performance, which is indicated by the coefficient of the training variable of 0.300 and the significance of P-Values $0.049 < 0.05$. which means that with the provision of training to employees, it will provide knowledge to employees in carrying out their duties and will actually improve employee performance. Training focuses on technical skill such as investigation techniques or so on that can improve the ability of members to handle cases more efficiently and effectively. Performance training for Polresta Pangkalpinang personnel could result in an increase in the number of cases solved or the success rate in law enforcement. Providing personal development, including communication and conflict resolution skills, can increase motivation and job satisfaction. Member who feel cared for with training tend to be more motivated to make maximum contribution in their tasks. Members who attend every training organised by the institution have a positive impact on their respective performance. This not only has an impact on the performance of the members but also has an impact and can support the success of the company institution, namely Polresta Pangkalpinang.

The Effect of Career Development on Performance

Based on results of data analysis, it is obtained that career development has a positive and significant effect on performance of employees of Pangkalpinang Police, seen from the path coefficient value of 0.310 and significance of P-values $0.046 < 0.05$. This means that better implementation of career development at Pangkalpinang police station, the more employee performance increases. Effective career development provides opportunities for members to develop the technical and managerial skills

needed in their daily work. Members who have regularly updated skill tend to be better able to handle tasks more efficiently and effectively. With clear career paths and opportunities for professional development, members feel encourage to go the extra mile and achieve set goals. This directly increase member's motivation to improve performance and achieve better results in completing their tasks. Those members who feel supported in their career development tend to be more loyal to the organisation and have higher motivation to contribute maximally in achieving organisation and have higher motivation to contribute maximally in achieving organisational goals.

The Effect of Work Motivation on Performance

Based on the results of data analysis, it is obtained that work motivation has a positive and significant effect on performance of Pangkalpinang Police employees, seen from the path coefficient value of 0.348 and significance of P-Values $0.010 < 0.05$. This indicates that the greater of motivation received by personnel from the agency, the better their performance. In other words, motivated personnel tend to be more productive in completing their taks. They can work more efficiently and effectively in law enforcement, handling cases, and providing services to the community. High work motivation can improve the quality of public services provided by personnel to the community. Motivated personnel are more likely to be friendly, responsive and helo the community better. Personnels who have high work motivation are more innovative in finding new solutions in law enforcement or in handling complex situations at Pangkalpinang Police station. The higher of employee's work motivation, the better the employee's performance, and vice versa. If the office is never given motivation or encouragement from superiors, the personnel feel irresponsible for the work they have to complete. By providing motivation, both positive motivation and negative motivation to personnel, it can encourage employees to work harder so that personnel performance can be improved.

The Effect of Training on Performance mediated by Work Motivation

Based on the results of data analysis, it is obtained that training has a positive and significant effect on the performance of Pangkalpinang employees mediated by work motivation seend from the path coefficient value of 0.127 and significance P-values $0.046 < 0.05$. This means that work motivation can mediate the effect of traning on the performance of Pangkalpinang Police Personnel. Thus it can be seen that the performance of Pangkalpinang Police Personnel will be good and increase if they get adequate training because it can motivate personnel to work optimally which has an impact on the effectiveness of personnel performance. However, even though Pangkalpinang police personnel receive adequate training but do not have good work motivation, the implementation of tasks in the field will not run optimally. In other words, the high level of training provided to improve employee performace will affect the work motivaton of Pangkalpinang Personnel. Good training can increase personnel knowledge that is useful in handling cases, using technology, and community with the public. This can increase confidence and motivation in carrying out daily tasks. Training followed by rewards or recognition of achievements can thus increase the work motivation or members and then encourage them to work harder and improve performance.

The Effect of Career Development on Performance Mediated by Work Motivation

Based on the results of data analysis, it is obtained that career development has a positive and significant effect on the performance of Pangkalpinang Police employees mediated by work motivation seen from the path coefficient value of 0.191 and significance P-Values $0.048 < 0.05$. This means that

work motivation can mediate the effect of career development on the performance of Pangkalpinang Police Personnel. Thus it can be seen that the performance of Pangkalpinang Police Personnel will be good and increase if it is supported by adequate career development at the agency so that it can motivate personnel to work optimally which has an impact on the effectiveness of personnel performance. Career development variables have an impact on personnel performance if mediated by motivation, which means that the performance of Pangkalpinang Police personnel is influenced by the level of motivation of the employees themselves and employee development. From the explanation above, it is known that there is an influence of the relationship between career development and performance mediated by work motivation. Career Development is very important to improve employee performance. To achieve this, it is necessary to increase motivation considering that there are still personnel who are late and do not attend work. For this reason, it is important for the HR department to pay attention to the career development of personnel so that they remain motivated to work and have a good effect on their performance.

CONCLUSION

Based on the results of the data analysis that has been carried out, this study produces findings related to the relationship between training, career development, work motivation and personnel performance at Pangkalpinang Police station as follow: a.; Training has a significant positive effect on motivation. This indicated that the training programmes organised by Pangkalpinang Police not only improve the skills and knowledge of personnel, but also play an important role in building their internal enthusiasm and drive to work better, b; Career development has a significant positive effect on motivation. This finding confirms that when personnel see a clear career path and opportunities to develop in the organisation, it becomes a strong catalyst that motivated them to give their best performance. c; Training has a significant positive effect on performance. this shows that human resource development through training has proven effective in improving the quality of personnel performance directly. d; Career development has a significant positive effect on performance. This positive effect can be interpreted that the better and more structured the career development programme implemented, the higher level of performance shown by the personnel. This underlines importance of police institutions to pay special attention to the career development aspects of their members. e; Work motivation has a significant positive effect on performance. this confirms the importance of maintaining and increasing the internal motivation of personnels as a key factor in encouraging optimal performance. f; Training has a significant positive effect on performance mediated by work motivation. This illustrates a mechanism in which training not only improves performance directly, but also indirectly through increased work motivation of personnel. g; career development has a positive effect on performance mediated by work motivation. This shows that career development not only affects performance directly, but also indirectly through increased work motivation. This means that when personnel see good career development opportunities, it increases their work motivation, which in turn drives performance improvement. That can be seen that agencies pay attention to employee career development and conduct training to support this will motivate personnel to work better so that it will improve the performance given by personnel at Pangkalpinang Police Station.

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