

## Supervisory Support for Improving Personnel Work Motivation with Psychological Capital as a Mediating Variable

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**Abstract.** *This study aims to analyze the effect of supervisory support on the work motivation of Cirebon Police personnel with psychological capital as a mediating variable. Field phenomena show that complex and challenging police tasks require high work motivation and strong psychological support. This study uses a quantitative approach with an explanatory research design. The entire population consisting of 201 personnel was used as a sample through a census technique. Data collection was carried out using a questionnaire and analyzed using the Partial Least Square (PLS) method with the help of SmartPLS software. The results showed that supervisory support had a significant positive effect on work motivation and psychological capital. Psychological capital, which includes self-efficacy, optimism, hope, and resilience, also has a positive effect on work motivation. In addition, psychological capital was proven to significantly mediate the relationship between supervisory support and personnel work motivation. The R-square value shows that the model has high explanatory power for endogenous constructs. This finding confirms that increasing work motivation in the police environment is not only influenced by structural support, but is also greatly determined by the psychological strength of the individual. Therefore, strengthening supervision programs and developing the psychological capacity of personnel is an important strategy in forming superior police human resources who are ready to face challenges in the field.*

**Keywords:** Cirebon Police; PLS; Psychological Capital; Supervision Support; Work Motivation.

### 1. Introduction

Police members are expected to carry out their duties perfectly, quickly, alertly, responsively, and precisely, both in security and in taking police action, known as Police Discretion (Article 18 of the Police Law). In addition, they must be sensitive to environmental conditions and be at the forefront of preemptive, preventive, and repressive actions in accordance with Articles 15 and 16 of the Indonesian Police Law. In an increasingly competitive and dynamic work

environment, a deep understanding of the factors that influence employee motivation and well-being is very important.(Slomp and Vella-brodrick 2013). These factors not only play a role in increasing productivity but also in ensuring the sustainability of optimal employee performance and strengthening their psychological foundation. One of the determining factors of performance is work motivation which experts call a key element that influences performance in an organization.(Locke and Schattke 2019; Muli, James, and Muriithi 2019; Shaikh and Siddiqui 2019).

Work motivation is an important aspect of police performance, which is influenced by various factors such as working conditions, compensation, career development.(D'Annunzio-Green, Norma, and Allan Ramdhony 2019), social support, and psychological aspects(Connie R Wanberg, Abdifatah A Ali, and Borbala Csillag 2020). A safe and healthy working environment, as well as good workload management, can increase a sense of security and motivation.(Malinowska, Tokarz, and Wardzichowska 2018). Decent wages and adequate benefits, as well as rewards for achievement, also play an important role.(Johnson, Friend, and Esteky 2022). In addition, career development opportunities and ongoing training programs help improve skills and competencies. (Lee, Shah, and Agarwal 2024). Support and guidance from superiors and good relationships with coworkers can increase feelings of appreciation and motivation.(Shi and Gordon 2020). High work motivation contributes to increased performance, productivity, job satisfaction and the ability to cope with stress.(Paais and Pattiruhu 2020). By considering these factors, police organizations can create a work environment that supports and motivates its members to provide the best service to the community.

Support from superiors or supervisors (supervisory support) plays a crucial role in HR performance.(Chan 2017). Supervisory support includes guidance, feedback, and emotional support provided by superiors to their subordinates, which is very important in creating a positive work environment.(Mishra et al. 2019). When police personnel feel supported by their superiors, they tend to have higher levels of job satisfaction, feel valued, and have greater motivation to achieve organizational goals. This support also helps police personnel cope with the pressure and stress that often accompanies police duties, so they can work more efficiently and effectively. As reviewed by(Chan 2017)with good supervision, HR can develop their skills and competencies through continuous training and guidance, which ultimately improves their overall performance. Thus, supervisory support not only contributes to the psychological well-being of individuals but also directly affects their operational performance in the execution of performance.

Psychological capital refers to the collection of positive qualities a person possesses that can enhance their performance and well-being. Psychological capital consists of four main

components: self-efficacy, optimism, hope, and resilience.(Luthans, Luthans, and Luthans 2004). Self-efficacy is an individual's belief in their ability to achieve goals and complete tasks. Optimism reflects a positive attitude and good expectations for the future. Hope involves proactive planning and courage to achieve goals, while resilience is the ability to bounce back and persist in the face of adversity. High psychological capital allows individuals to be more motivated, more resilient in the face of challenges, and more effective in achieving their goals. Strong psychological capital in employees can increase productivity, creativity, and job satisfaction, as well as reduce stress and burnout levels.(Rabenu, Yaniv, and Elizur 2017). Strong psychological capital helps Polri personnel stay motivated and enthusiastic in carrying out their duties. With a high level of psychological capital, they can cope with work pressure, adapt to change, and stay focused on the overall goals of the organization. This not only improves individual well-being but also increases the overall effectiveness and efficiency of Polri in maintaining public order and security. Therefore, strengthening psychological capital through training, supervisory support, and mental well-being programs is essential for the success of Polri personnel.

## 2. Research Methods

The type of research used is "Explanatory Research" or research that is explanatory in nature. The variables used are work fatigue variables as exogenous variables and psychological capital variables, supervisory support, employee wellbeing and HR work motivation.

## 3. Results and Discussion

### 3.1. Work Motivation

Work motivation is the drive that triggers every employee to do their job well.(Hajiali et al. 2022). Effective motivation makes employees feel happier and more enthusiastic while working, which has a positive impact on the growth and progress of the organization.(Akbar, Prasetyani, and Nariah 2020). Although the form of motivation can vary, the main goal remains the same, namely to increase individual motivation so that they can carry out their tasks optimally and achieve the expected job satisfaction.(Michael Galanakis and Giannis Peramatzis 2022). This motivation is an internal condition that drives a person to act in order to achieve a certain goal.(Halik 2021).

The strength of employee work motivation to work/perform is directly reflected in how far their efforts work hard to produce better performance in order to achieve company goals. The term motivation, in everyday life has various meanings both related to individual behavior and organizational behavior.(Akbar et al. 2020).

The motivation of human resources to improve their performance is highly dependent on the amount of compensation received as a reward for their contribution to the organization.(Suwanto 2021). Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals.(Nurfadilah and Farihah 2021). These attitudes and values are something invisible that provides the power to encourage individuals to behave in achieving goals. According toWidodo, Imron, and Arifin (2019)Motivation is defined as a skill in directing employees and organizations to work successfully, so that employee desires and organizational goals can be achieved simultaneously.

The work motivation of police personnel is an internal and external drive that influences their enthusiasm, dedication and perseverance in carrying out their duties and responsibilities. (Arshad et al. 2021). This motivation is influenced by various factors such as the work environment.(Sommerfeldt 2010), support from superiors(Arshad et al. 2021), awards and opportunities for career development and training(Salamon et al. 2021).

Work motivation is very important because the tasks faced by the police are often high risk and require optimal mental and physical readiness.(Elntib and Milincic 2021). Motivated police officers tend to perform better, have higher job satisfaction, and are able to deal with pressure and challenges more effectively.(Clinkinbeard, Solomon, and Rief 2021). In addition, strong motivation also contributes to increased loyalty and commitment to the organization, which ultimately has a positive impact on the security and order of the community served.

According to Maslow in(Ogunnaike et al. 2019)The indicators used to measure work motivation are as follows:

1. physiological needs
2. safety needs
3. social needs
4. need for appreciation
5. Self-actualization

The work motivation of police personnel is an internal and external drive that influences their enthusiasm, dedication, and perseverance in carrying out their duties and responsibilities. The work motivation indicators used in this study are according to Maslow(Ogunnaike et al. 2019) namely the drive to fulfill physiological needs, safety needs, social needs, needs for appreciation and self-actualization.

Table 3.1 Respondents' Responses to Work Motivation

| Code    | Descriptive Variables                            |     |    |    |    |    |       |             |
|---------|--|-----|----|----|----|----|-------|-------------|
|         | Frequency of Answers                             |     |    |    |    |    |       |             |
|         | Indicator  | STS | TS | N  | S  | SS | Mean  | Information |
| Mk 1    | Physiological needs                              | 14  | 8  | 66 | 55 | 58 | 3,672 | Currently   |
| Mk 2    | Safety needs                                     | 10  | 10 | 63 | 65 | 53 | 3,701 | Tall        |
| Mk 3    | Social needs                                     | 5   | 15 | 63 | 65 | 53 | 3,726 | Tall        |
| Mk 4    | The need for appreciation and self-actualization | 11  | 11 | 61 | 57 | 61 | 3,726 | Tall        |
|         |  |     |    |    |    |    |       |             |
| Average |  |     |    |    |    |    | 3,706 | Tall        |

Source: Processed primary data, 2025

Based on Table 3.1 data obtained from the survey results of 121 personnel at the Cirebon Police, respondents' responses to the Work Motivation variable are generally in the High category with an average value (mean) of 3,706. This shows that Cirebon Police personnel have a fairly good level of work motivation, which is an important asset in improving organizational performance and effectiveness. If viewed in more detail, the physiological needs indicator obtained a mean value of 3,672 which is included in the Medium category, indicating that although the basic needs of personnel have been mostly met, there is still room for improvement to ensure their optimal welfare. Meanwhile, the other three indicators, namely safety needs, social needs, and the need for appreciation and self-actualization, each have mean values of 3,701, 3,726, and 3,726, which are included in the High category. This finding indicates that personnel feel quite safe in their work environment, receive good social support, and have the opportunity to receive awards and actualize their potential. These aspects strengthen their overall work motivation. However, more attention to the fulfillment of physiological needs is still needed, so that all dimensions of motivation can be achieved in a balanced and optimal manner. With a high level of work motivation, coupled with the support of supervision and strengthening of psychological capital, it is expected that personnel performance can continue to increase sustainably.

### 3.1.1. Psychological Capital

*Psychological capital* This is defined as a positive psychological thing that every individual has which is useful in helping the individual to develop. (Kim and Kweon 2020). The concept of

psychological capital combines human capital and social capital to gain competitive advantage.(Luthans et al. 2004).

*Psychological capital* is a positive individual capacity that is renewable, complementary and can synergize with each other(Naidoo et al. 2013). Individuals with high psychological capital will be flexible and adaptive individuals to act with different capacities to meet demands dynamically.(Naidoo et al. 2013).

*Psychological capital* or psychological capital is a development of a positive psychological state in individuals that is manifested in the characteristics of having the confidence to choose and submit the effort needed to succeed at challenging tasks (self-efficacy); making positive attributions about success in the present and future (optimism); being persistent in achieving goals and, if necessary, changing the way to achieve goals in order to achieve success (hope), and; when hit by problems and difficulties, individuals can survive and bounce back and even go beyond their original state to achieve success (resilience)(Timo et al. 2016).

The psychological capital of a police officer refers to a set of traits and mental states that enable them to carry out difficult and stressful tasks with greater effectiveness.(Andiani and Ratnawati 2022). Strong psychological capital not only enhances an individual's performance in their duties, but also contributes to mental health and general well-being, which is particularly important in the often demanding and stressful nature of police work.

So it can be concluded that the Psychological capital of police personnel is a psychological condition possessed by a police personnel which is useful for overcoming various challenges and stress faced in their daily work. Indicators of psychological capital are self-efficacy/confidence, optimism, hope and resilience.(Luthans 2002).

1. *self-efficacy/confidence* is the extent to which a person has confidence in his/her assessment of his/her own abilities and the extent to which a person can feel that there is a "possibility" of success.
2. *optimism*, is the belief in everything from a good and pleasant perspective and the attitude of always having good hopes in everything.
3. *hope* is the ability to plan a way out in an effort to achieve goals despite obstacles, and to make motivation a way to achieve goals.
4. *Resilience* is a person's capacity to respond healthily and productively when faced with adversity or trauma, which is important for managing the stress of everyday life.



Table 3.1.1 Respondents' Responses to Psychological Capital

| Code    | Descriptive Variables                |     |    |    |    |    |       |             |
|---------|--------------------------------------|-----|----|----|----|----|-------|-------------|
|         | Frequency of Answers                 |     |    |    |    |    |       |             |
|         | Indicator                            | STS | TS | N  | S  | SS | Mean  | Information |
| Mp<br>1 | <i>Self-<br/>efficacy/confidence</i> | 9   | 14 | 53 | 58 | 67 | 3,796 | Tall        |
| Mp<br>2 | <i>Optimism<br/>(optimism)</i>       | 7   | 14 | 60 | 64 | 56 | 3,736 | Tall        |
| Mp3     | <i>Hope (hope)</i>                   | 12  | 13 | 61 | 46 | 69 | 3,731 | Tall        |
| Mp<br>4 | <i>Resiliency</i>                    | 6   | 13 | 62 | 65 | 55 | 3,746 | Tall        |
| Average |                                      |     |    |    |    |    | 3,752 | Tall        |

Source: Processed primary data, 2025

Based on Table 3.1.1 data obtained from the survey results of personnel at the Cirebon Police, respondents' responses to Psychological Capital are generally in the High category with an average value (mean) of 3,752. These results indicate that overall, personnel have a good level of psychological capital, which can support the increase in their work motivation. Psychological capital, which includes self-efficacy, optimism, hope, and resilience, has been built quite strongly in the Cirebon Police work environment.

If reviewed in more detail on each indicator, self-efficacy or self-confidence obtained the highest mean value of 3,796. This shows that the majority of personnel feel confident in their ability to face various tasks and challenges in the workplace. Optimism as the second indicator obtained a mean value of 3,736, indicating that personnel tend to have a positive outlook on their future in the organization. The hope indicator recorded a mean value of 3,731, indicating that personnel have strong determination and motivation to achieve the goals that have been set. Finally, the resilience indicator obtained a mean value of 3,746, reflecting the ability of personnel to bounce back from the pressure or difficult situations they face in the work environment.

The high values of these four psychological capital indicators strengthen the important role of psychological capital as a mediating variable in the relationship between supervisory support and personnel work motivation. With strong psychological capital, personnel are not

only able to optimize their respective roles, but also demonstrate high resilience, enthusiasm, and optimism in carrying out challenging police tasks. Therefore, efforts to maintain and even improve psychological capital among personnel are crucial to support the creation of a more productive and conducive work environment.

### **1). The Influence of Psychological Capital on Work Motivation**

The results of the analysis of the influence of Psychological Capital on Work Motivation show a t-statistic value of 5.865 which is greater than the t-table of 1.982, with a p-value of 0.000. This finding indicates that there is a positive and significant influence between Psychological Capital and Work Motivation of personnel. The path coefficient value of 0.387 indicates that an increase in Psychological Capital will contribute significantly to an increase in Work Motivation. Therefore, the hypothesis stating that Psychological Capital has an effect on Work Motivation is declared accepted and valid.

### **3.2. Supervisory Support**

Supervision is a term that is often used as an equivalent to the word supervision, in the implementation of supervision activities it is not about finding mistakes but rather contains more elements of coaching, so that the conditions of the work being supervised can be identified as to its shortcomings (not just its mistakes) in order to be able to correct the parts that need to be fixed.(Beks and Doucet 2020).

Supervisory support in policing is a critical aspect that influences the effectiveness and well-being of police personnel. Supervisory support in this context refers to the level of support, guidance, and resources provided by superiors to their subordinates, which can include aspects such as training, feedback, motivation, and emotional support. Supervisory support in policing not only strengthens an individual's ability to handle daily tasks but also enhances the cohesion and effectiveness of the team as a whole. In a demanding environment such as policing, the role of supervision is crucial to the overall success of the department and the well-being of its personnel.

The implementation of supervision needs to pay attention to several things, including supervision techniques, supervision principles, routine supervisor activities required in the supervision process and the supervision model used.(Weaver 2020). Supervision techniques are basically identical to resolution techniques, to carry out supervision there are two technical things that need to be considered 1) Direct Supervision: the supervisor can be directly involved so that the process of direction and giving instructions becomes more optimal. 2) Indirect Supervision This supervision is carried out through reports, both written and oral.(Dounavi, Fennell, and Early 2019).



Supervisory support is concluded as leader support to raise the work spirit of its members which is manifested in the function of coaching, mentoring and control so that the implementation of work can be completed more optimally. The indicators used in this study are emotional support, assessment support, information support and physical support. (Achour et al. 2017) which is described as follows:

1. emotional support is manifested in appreciation, trust, influence, attention, and listening,
2. assessment support is manifested in the form of affirmation, feedback, social comparison,
3. information support is manifested in the provision of advice, suggestions, direction and information,
4. Physical support is realized in the form of assistance in the form of goods, money, energy, time and environmental modifications.

**Table 3.2 Respondents' Responses to Supervision Support**

| Code    | Descriptive Variables |     |    |    |    |    |       |             |
|---------|-----------------------|-----|----|----|----|----|-------|-------------|
|         | Frequency of Answers  |     |    |    |    |    |       |             |
|         | Indicator             | STS | TS | N  | S  | SS | Mean  | Information |
| Ds 1    | Emotional support     | 12  | 11 | 58 | 63 | 57 | 3,706 | Tall        |
| Ds 2    | Assessment support    | 11  | 11 | 60 | 62 | 57 | 3,711 | Tall        |
| Ds 3    | Information support   | 13  | 9  | 65 | 53 | 61 | 3,697 | Tall        |
| Ds 4    | Physical support      | 11  | 10 | 62 | 57 | 61 | 3,731 | Tall        |
| Average |                       |     |    |    |    |    | 3,711 | Tall        |

Source: Processed primary data, 2025

Based on Table 3.2 data obtained from the survey results of Cirebon Police personnel, respondents' responses to Supervisory Support are generally in the High category with an average value (mean) of 3,711. These results indicate that personnel feel that there is quite strong support from their superiors in carrying out their daily tasks. This support plays an important role in creating a positive work environment, which can ultimately increase

personnel work motivation.

If we look at each indicator in more detail, Physical Support obtained the highest mean value of 3,731. This shows that superiors are quite responsive in providing real assistance or physical resources needed by personnel to complete their tasks. Furthermore, Assessment Support has a mean value of 3,711, indicating that personnel feel they receive sufficient feedback and recognition for their performance, which can strengthen their self-confidence and work competence. Emotional Support, with a mean value of 3,706, also shows that superiors are able to provide sufficient emotional attention, such as listening to complaints and providing empathy to personnel. Meanwhile, Information Support obtained a mean value of 3,697, which although slightly lower than other indicators, is still in the High category. This shows that superiors are quite good at conveying the direction, information, and guidance needed by personnel.

Overall, the high scores on these four indicators indicate that supervisory support at the Cirebon Police has been running quite well, although there is still room for improvement, especially in the aspect of information delivery. By strengthening all forms of this support, it is hoped that it can further improve the psychological capital of personnel, such as self-confidence, optimism, and resilience, which then contributes to increasing their overall work motivation.

### **3.2.1. The Influence of Supervisory Support on Work Motivation**

The test results on the influence of Supervisory Support on Work Motivation of Cirebon Police personnel show that the t-statistic value of 8.027 is greater than the t-table of 1.982, with a p-value of 0.000. Based on these results, it can be concluded that there is a positive and significant influence between Supervisory Support and Work Motivation. The path coefficient value of 0.493 indicates that any increase in Supervisory Support will significantly encourage an increase in personnel Work Motivation. Thus, the hypothesis stating that Supervisory Support has an effect on Work Motivation is accepted and declared valid.

### **3.2.2. The Influence of Supervisory Support on Psychological Capital**

Testing on the influence of Supervisory Support on Psychological Capital shows that the t-statistic value of 22.502 far exceeds the t-table of 1.982, with a p-value of 0.000. These results indicate that there is a positive and very significant influence between Supervisory Support on the Psychological Capital of Cirebon Police personnel. The path coefficient of 0.800 indicates that an increase in Supervisory Support will be followed by a very large increase in Psychological Capital. Thus, the hypothesis stating that Supervisory Support influences Psychological Capital can be accepted with very strong validity.

### 3.3. Employee Wellbeing

According to Yu et al. (2021), employee well-being refers to the idea that a person's quality of life improves through the health, happiness, comfort, and tranquility felt during work. Aboobaker et al. (2019) argue that employee well-being is a balance between individual resources and challenges faced. Pawar (2016) defines employee well-being as a positive emotional state that reflects mental well-being, job satisfaction, and happiness in life related to the overall experience and role as an employee. Rizky and Sadida (2019) state that employee well-being is the well-being of individuals at work that is influenced by the work environment.

According to Purba (2019), employee welfare is the right of employees or groups of employees to receive indirect rewards as part of their membership in the organization. Employee welfare can be seen as a balance between the efforts made and the compensation received; an imbalance between the two can lead to low employee welfare (Sadida & Fitria, 2018).

### 4. Conclusion

Supervisory support has been proven to have a positive and significant influence on police work motivation. This shows that good supervisory support and improvements in organizational structure, division of tasks, and more efficient work arrangement can improve personnel's ability to face challenges and carry out tasks better. Supervisory support has been proven to have a positive and significant influence on the psychological capital of Cirebon Police personnel. This indicates that the greater the support received, the higher the self-confidence, mental resilience, and optimism of personnel, which are important provisions for dealing with work pressure and changing situations in the field. Psychological capital has been proven to have a positive and significant influence on the work motivation of Cirebon Police personnel. These findings indicate that personnel who have high self-confidence, toughness, optimism, and resilience will be more motivated to work with enthusiasm, commitment, and high productivity in carrying out police duties.

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