

Professionalism in the Workplace on Personnel Performance with Career Satisfaction as a Mediating Variable

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Abstract. *This study aims to analyze the influence of workplace professionalism on personnel performance, with career satisfaction as a mediating variable in Cirebon Police personnel. High professionalism is believed to be able to encourage increased performance, but in practice there are still inconsistencies in research results related to this relationship, so career satisfaction is proposed as a mediating variable. This study uses a quantitative approach with an explanatory research method. The population in this study were all 201 Cirebon Police personnel, and all of them were used as samples through the census method. Data collection was carried out through a closed questionnaire, and analyzed using the Partial Least Square (PLS) technique. The results showed that workplace professionalism had a positive and significant effect on personnel performance and career satisfaction. Career satisfaction also had a positive effect on performance, and was proven to significantly mediate the relationship between professionalism and personnel performance. The high R-square value for each variable indicates that the research model has good explanatory power for the phenomena studied. This finding implies that increasing professionalism must be accompanied by efforts to create career satisfaction, either through fair organizational policies, healthy working relationships, or clear career development. The combination of strong professionalism and high career satisfaction will contribute significantly to improving overall personnel performance.*

Keywords: *Career Satisfaction; Cirebon Police; Personnel Performance; PLS; Professionalism.*

1. Introduction

The Indonesian National Police serves as the vanguard in maintaining security, order, and law enforcement. The public expects the police to not only be able to combat crime, but also to

provide a sense of security, serve with high professionalism, and play an active role in preventing social conflict. These expectations include fast, fair, and transparent services, where the police must be able to meet the public's need for justice and protection. The magnitude of the responsibility carried out by the Indonesian National Police includes not only law enforcement, but also an important role in maintaining social peace, building public trust, and maintaining state stability.(Muradi, 2018). Therefore, the Indonesian National Police must continue to develop themselves and adapt to changing times in order to meet the expectations of the community effectively.

Professionalism refers to an employee's ability to act ethically and responsibly in and outside the work environment.(Gaussyah, 2012). This includes the ability to complete work responsibly and on time, and to demonstrate integrity in every action. Integrity is often related to a person's character and morals. It is important for employees to be able to separate personal and professional matters, and to manage their emotions and thoughts well in the context of work.(Rosmi & Syamsir, 2020). The professionalism of police personnel in carrying out their role is very important to ensure success in maintaining public security and order.(Muradi, 2018). This professionalism is reflected in the skills, knowledge, and attitudes possessed by each member of the Indonesian National Police in carrying out their duties.(Indriyanto, 2017). They are expected to have strong technical skills, such as in investigation, crime handling, and emergency management, as well as good interpersonal skills to interact with the community.(Tinggi et al., 2019). In addition, an objective, fair and impartial attitude is very necessary to maintain public trust in the police institution.(Heri, 2019). By upholding the code of ethics, discipline, and integrity, police personnel will be able to carry out their duties optimally, support the creation of a safe environment, and provide excellent service to the community.

Research related to the role of professionalism on performance still shows a lot of controversy and leaves an interesting gap to be studied. Among them are the results of the study(Ichsan & Nasution, 2022)which states that professionalism does not have a significant role in improving performance, but this result is different from the research results.(Daniro et al., 2023). This research gap shows that there is still an interesting gap to be studied. So to mediate the gap, career satisfaction is proposed as a mediator.

The role of PERSONNEL (Human Resources) career satisfaction has a significant influence on organizational performance and achievement.(Matsuo, 2020). When PERSONNEL feel satisfied with their careers, it can create a positive and productive work environment.(Febrianti et al., 2020). When employees feel satisfied with their careers, they tend to be more motivated to make maximum contributions and perform at high levels in achieving organizational goals.(Wau & Purwanto, 2021). In addition, career satisfaction can

also help in retaining high-quality PERSONNEL, reducing turnover, and increasing retention of valuable employees.(Raihan & Sumartik, 2022). Thus, the role of PERSONNEL career satisfaction has a positive impact on productivity, service quality, and overall performance of the organization.

2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of PERSONNEL professional competence, career satisfaction and personnel performance.

3. Results and Discussion

3.1. Personnel Performance

Broadly speaking, performance is the result of efforts made by an individual or group of individuals in carrying out the tasks assigned to them in accordance with their respective roles and responsibilities within the organization.(Bakirova Game, 2022). This definition emphasizes the importance of achieving organizational goals in a legitimate manner and in accordance with moral and ethical standards. PERSONNEL performance, in this context, is key to maintaining the success and sustainability of the organization.

Mangkunegara defines PERSONNEL performance as the quality and quantity aspects of work results provided by an individual or work team in a certain time period.(Mangkunegara, 2015). This reflects the effectiveness of efforts made by PERSONNEL to achieve organizational goals. Performance indicators mentioned by Robbins (2016) are work quality, work quantity, timeliness, effectiveness, and independence, the organization can understand the extent to which employees have achieved the set targets.

A good understanding of PERSONNEL performance not only provides an overview of individual achievements, but also helps in evaluating the overall health and performance of the organization.(Wardayati, 2019). By ensuring that employees not only achieve targets, but also do so to a high standard and in line with the organization's values, the organization can ensure long-term growth and success. This shows how important professionalism and intrinsic and extrinsic motivation are in driving optimal performance in the work environment.

So it can be concluded that personnel performance is the result of the work of police personnel both in terms of quality and quantity based on predetermined work standards. While the indicators for measuring employee performance according to are: (a) Quality of work results, can be measured from punctuality, work accuracy and neatness of work; (b) Quantity of work results, can be measured from the amount of work completed; (c) punctuality, can be measured by the achievement of time achieved in carrying out work (Robbins, SP, & Judge, 2013).

Table 3.1 Respondents' Responses to Personnel Performance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kpk 1	Quality of results	10	15	54	59	63	3,746	Tall
Kpk 2	Quantity of work results	12	15	54	59	63	3,637	Currently
Kpk 3	punctuality	11	12	55	68	55	3.716	Tall
Average							3,700	Tall

Source: Processed primary data, 2025

Based on Table 3.1 Based on the results of responses from 201 respondents regarding personnel performance, it is known that in general personnel performance is in the High category, with an average mean value of 3.700. This reflects that most personnel have shown good work performance in carrying out their duties in the work environment. Of the three indicators measured, two of them, namely the quality of work results (mean 3.746) and punctuality (mean 3.716), are included in the High category, while one other indicator, namely the quantity of work results (mean 3.637), is still in the Medium category. This shows that although most aspects of performance are adequate, there is still room for improvement in terms of quantitative productivity.

The indicator with the highest mean value is the quality of work results, which indicates that personnel are quite capable of producing work with good standards and in accordance with organizational expectations. This shows a dedication to work quality and strong responsibility for the final results. Meanwhile, the punctuality indicator also shows good performance, indicating that personnel are quite disciplined and efficient in completing tasks according to the specified deadline. These two indicators are positive signals for the level of professionalism that is starting to form in the work environment, where commitment to quality and time are the main priorities in carrying out tasks.

However, the value of the work output quantity indicator which is still in the Moderate category indicates that this aspect needs further attention. There may be obstacles in time management, unbalanced workload, or lack of motivation that affect the volume of output produced. Therefore, it is necessary to conduct further evaluation of the factors that hinder productivity and strengthen the support system such as proportional task division, work efficiency training, and increasing intrinsic motivation through career development. This effort is expected to drive personnel performance towards a more optimal and even direction in all indicators.

3.2. Professional Competence

According to the General Dictionary of the Indonesian Language, competence can be defined as the power to determine or decide something. However, the basic understanding of competence includes abilities or skills that cover a variety of things, from repeating facts and concepts to advanced motor skills and learning behavior and professional values. (Muxammad & Usibjonovich, 2022).

Competence reflects a person's prominent characteristics, which are reflected in the way they behave and think in various situations, and usually last for a long period of time. (Santoso et al., 2020). Thus, competence does not only include technical skills, but also aspects such as attitudes, values, and knowledge.

Spencer and Spencer (Spencer, L & Spencer, S, 1993) identified five key characteristics of competence:

- 1) Motive, which is the drive or desire that drives a person to act.
- 2) Traits, which include consistent reactions to certain situations.
- 3) Self-concept, which includes a person's attitudes, values, and self-image.
- 4) Knowledge, which is the information a person has in a particular field.
- 5) Skills, which include the ability to perform tasks related to physical and mental aspects.

In the Resource-Based View (RBV) perspective, a "resource" is defined as an asset that has high strategic value, which has four main characteristics: valuable, rare, difficult to imitate, and non-substitutable. An asset is considered valuable if it can provide a significant competitive advantage to an organization. A resource is said to be rare if it is not easily found or owned by many competitors. In addition, an inimitable resource is one that is difficult for competitors to replicate due to the complexity or unique factors that accompany it. Finally, if a resource has no comparable substitute, then it is considered non-substitutable. The combination of these four characteristics makes resources the main basis for building and maintaining sustainable competitive advantage.

By combining these various definitions, it can be concluded that competence is a series of mastery that includes abilities, skills, values, and attitudes that must be possessed, understood, and mastered by a person. This competence comes from education, training, and individual experience, which then allows them to carry out their duties professionally. The indicators used are indicators developed by valuable, rare, difficult to imitate, and non-substitutable (Barney, 1996).

Table 3.1 Respondent Responses Professional competence

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kp 1	Motive	8	9	61	66	57	3,771	Tall
Kp 2	Characteristic	9	10	74	49	59	3,692	Tall
Kp 3	Self Concept	12	10	73	50	56	3,637	Currently
Kp 4	Knowledge	9	12	65	51	64	3,741	Tall
Average							3,710	Tall

Source: Processed primary data, 2025

Based on Table 3.2 Based on the results of responses from 201 respondents regarding the professional competence of personnel, an average mean value of 3.710 was obtained, which is in the high category. This shows that in general, the personnel have shown a good level of professionalism in carrying out their duties in the work environment. The most prominent indicator is Motive with a mean value of 3.771, indicating that internal drives such as dedication and work enthusiasm are already quite strongly embedded among personnel. This reflects that the motivation to work professionally is an important foundation in carrying out daily tasks.

Other indicators also show high values, such as Knowledge (3.741) and Traits (3.692), which also strengthen the picture that personnel have the abilities and characters that support professionalism. However, the Self-Concept indicator obtained the lowest mean value of 3.637 and is in the moderate category. This indicates that some personnel still do not fully understand or realize their professional roles and identities in the organization. Low perception of this self-concept can affect self-confidence and consistency in demonstrating a professional attitude in the workplace.

Although most indicators are already in the high category, these results still leave room for improvement. Efforts to improve understanding of the concept of self as a professional need to be considered, for example through coaching or mentoring programs. In addition, strengthening a work culture that emphasizes the values of integrity, responsibility, and self-development will also further encourage personnel to continue to improve their professionalism. With more even and strong professionalism, personnel performance is predicted to increase, especially if supported by adequate career satisfaction as a mediating factor that strengthens the relationship.

3.2.1. The Influence of Professional Competence on Personnel Performance

Based on the results of the analysis using the Partial Least Square (PLS) method, it was found that professional competence has a positive and significant influence on Personnel Performance. This can be seen in the Original Sample value of 0.363, T-statistic of 5.975, which is greater than the T-table value (1.982), and P-value of 0.000, which is much smaller than the significance limit of 0.05. Therefore, it can be concluded that increasing professional competence will have a positive impact on increasing Personnel Performance.

Professional competence referred to in this study includes the development of skills and knowledge relevant to the duties and responsibilities of personnel, as well as the formation of a professional attitude in working. By having good competence, personnel will be able to carry out their duties more effectively, efficiently, and with quality. In the context of the police, Personnel Performance is very important to ensure that public services run well, as well as to maintain order and law enforcement.

This finding supports the idea that increasing competence can improve the quality of task execution. Personnel who have better skills and a deeper understanding of their work will be quicker in solving problems and handling various complex situations. For example, in handling legal cases or community services, a person with high competence will be more alert and precise in making decisions.

In addition, good professional competence can also increase the confidence of personnel in carrying out tasks, which ultimately contributes to improving their performance. With continuously developing competence, personnel can more easily adapt to changing situations and new challenges in carrying out tasks, and are better able to innovate in finding the best solutions.

This result is also in line with research conducted by Sutrisno & Yulianto (2022), which states that professional competence has a positive impact on improving performance in an

organization. Therefore, the Cirebon Police need to continue to pay attention to and improve personnel competence through various training and briefings in order to maintain and even improve personnel performance sustainably.

3.2.2. The Influence of Professional Competence on Career Satisfaction

Based on the results of the analysis using the Partial Least Square (PLS) method, Professional Competence has a positive and significant influence on Career Satisfaction of Cirebon Police personnel. This can be proven by the original sample value of 0.756, the T-statistic of 17.407 which is much larger than the T-table of 1.982, and the P-value of 0.000 which is far below the significance limit of 0.05. Thus, it can be concluded that increasing professional competence will have a positive effect on the level of career satisfaction of personnel.

Professional competence referred to in this study involves improving the technical abilities, knowledge, and skills required by personnel to perform their work more effectively and efficiently. Career satisfaction, in this case, refers to the extent to which personnel feel satisfied with their work, including opportunities for self-development, the provision of appropriate challenges, and recognition of their work results.

These results suggest that when personnel feel more competent in their field of work, both in terms of technical and managerial skills, they will feel more confident and satisfied with the work they do. This increase in competence often leads to recognition of greater contributions to the organization, thereby increasing feelings of satisfaction with their careers. In addition, higher professional competence also provides a sense of achievement and a more meaningful contribution in everyday work.

This study is in line with previous findings by Yulianto & Nurhadi (2021), which revealed that good competence can increase career satisfaction because personnel feel more prepared and appreciated in carrying out their duties. Therefore, it is important for the Cirebon Police to continue to provide training and competency development for personnel so that they feel more satisfied with their careers, which in turn will have a positive impact on their performance in the field.

Thus, high professional competence can increase personnel motivation, leading to increased career satisfaction, which ultimately contributes to better performance in the organization.

3.3. Career Satisfaction

Career satisfaction is another framing of job satisfaction.(Hussain & Mohamed, 2011). Career satisfaction is defined as the feeling of pleasure and accomplishment felt in a job when knowing that the job is worth doing.(Bernarto et al., 2020). Career satisfaction is also defined as the extent to which a job provides a feeling of satisfaction.(Penconek et al., 2021). Job satisfaction refers to the level of pleasure or happiness an individual feels in their job.(Lambert et al., 2016).

Career satisfaction can be influenced by various factors, such as the nature of the job itself, the work environment, company culture, and employees' relationships with their coworkers.(Lambert et al., 2016). Job satisfaction is defined as the level of satisfaction that employees feel with their jobs.(Demir, 2020). Career satisfaction goes beyond their daily tasks to include satisfaction with team members/leadership, satisfaction with organizational policies, and the impact of their work on employees' personal lives.(Li et al., 2020).

Job satisfaction is how much pleasure or fulfillment one gets from one's job.(Rugaiyah et al., 2018). Aside from the daily tasks of the job, this includes factors such as the work environment, relationships with coworkers, employee benefits, work-life balance, and whether employees feel valued and listened to.(Smith & Shields, 2013).

The definition of career satisfaction is that career satisfaction includes feelings of pleasure, achievement, and satisfaction that a person feels towards their job.(Taheri et al., 2020). Career satisfaction also includes the relationship between workers and the work environment, coworkers, management, and organizational culture, as well as the impact of the job on the employee's personal life.(Nature & Asim, 2019). In other words, career satisfaction encompasses a number of factors that go beyond just salary or other material aspects, involving psychological, emotional, and social aspects of an individual's work experience.(Jiang et al., 2019).

Career satisfaction of police personnel is the level of acceptance and appreciation felt by a police officer towards his/her job. This includes the extent to which a police officer feels satisfied with his/her duties, responsibilities, and work environment. Career satisfaction is not only related to material aspects, such as salary and benefits, but also includes non-material factors such as recognition for achievement, opportunities for self-development, good interpersonal relationships with co-workers and superiors, and the compatibility between personal values and organizational values. In other words, career satisfaction reflects the extent to which a police officer feels that the work he/she does provides meaning and satisfaction in his/her life.

So it is concluded that the career satisfaction of police personnel includes feelings of pleasure, achievement, and satisfaction felt by police personnel towards their achievements in their work. The career satisfaction indicators used are satisfaction with team members/leaders, satisfaction with organizational policies, and the impact of their work on employees' personal lives. (Taheri et al., 2020).

Table 3.2 Respondents' Responses Career Satisfaction

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kk 1	Satisfaction with team members/leadership	10	16	62	55	58	3,672	Currently
Kk 2	Satisfaction with organizational policies	12	12	50	64	63	3,766	Tall
Kk 3	The impact of their work on employees' personal lives	9	13	67	55	57	3,687	Tall
Average							3,708	Tall

Source: Processed primary data, 2025

Based on Table 3.3 Based on the results of responses from 201 respondents regarding career satisfaction, it can be seen that in general the level of personnel career satisfaction is in the High category with an average mean value of 3.708. This indicates that most personnel feel quite satisfied with various aspects of their careers in the work environment. The three indicators used to measure career satisfaction show relatively uniform value variations, with two indicators in the High category and one indicator in the Medium category. This finding indicates that in general the organization has succeeded in creating working conditions that support personnel career satisfaction, although there are still aspects that can be improved.

The indicator with the highest mean value is Satisfaction with organizational policies with a value of 3.766, followed by Impact of work on personal life with a mean of 3.687. This shows that personnel feel that the policies set by the organization have been quite supportive of their welfare and career development, and do not interfere too much with their personal lives. This condition is important because the balance between work life and personal life has a major influence on employee motivation and loyalty. Meanwhile, the indicator of Satisfaction

with team members or leaders obtained a mean value of 3.672, which is in the Moderate category. This shows that although in general the relationship between coworkers and leaders is quite good, there is still room for improvement in terms of communication, collaboration, and support from leaders.

Thus, personnel career satisfaction can be used as an important mediating factor in improving their professionalism and performance. When personnel feel satisfied with their careers, both in terms of interpersonal relationships, organizational policies, and work-life balance, work motivation and sense of belonging to the organization will increase. Therefore, organizations need to continue to maintain and improve the aspects that shape this career satisfaction, such as through fair policies, relevant training, and inclusive and supportive leadership. In this way, it is hoped that professionalism in the workplace can continue to develop, which ultimately has a positive impact on individual performance and overall organizational performance.

3.3.1. The Influence of Career Satisfaction on Personnel Performance

Based on the results of the analysis using the Partial Least Square (PLS) method, the Career Satisfaction variable has a positive and significant influence on Personnel Performance. This can be proven by the original sample value of 0.493, the T-statistic of 8.105 which is greater than the T-table of 1.982, and the P-value of 0.000 which is far below the significance limit of 0.05. Thus, it can be concluded that high Career Satisfaction will improve Personnel Performance.

Career Satisfaction referred to in this study includes various aspects related to individual well-being in their work, such as opportunities for development, recognition of achievements, and harmonious relationships with co-workers. When personnel feel satisfied with their careers, they tend to have higher motivation to carry out their tasks better. Career satisfaction can create a strong sense of emotional attachment to work, which in turn will have an impact on higher performance.

In the context of policing, Personnel Performance is very important to ensure optimal service to the community and effective law enforcement. Personnel who are satisfied with their work will be more motivated to work hard and show maximum results. High career satisfaction can encourage personnel to work with more dedication, innovation, and overcome various challenges in their duties.

This finding is also in line with research conducted by Wulandari & Astuti (2021), which states that career satisfaction plays an important role in increasing individual productivity and

performance in the workplace. Therefore, it is important for the Cirebon Police to pay attention to aspects that can increase personnel career satisfaction, such as providing appropriate training and career development, recognition of achievements, and creating a work environment that supports personnel emotional well-being.

4. Conclusion

Professional competence has been proven to have a positive and significant influence on personnel performance at Polres Cirebon. The better the professional competence applied, the higher the performance of the personnel produced. This emphasizes the importance of competency management through improving relevant skills and knowledge, as well as organizing efficient work, so that personnel can work more effectively in carrying out their duties. Professional Competence Has a Positive and Significant Influence on Career Satisfaction. Personnel with better professional competence tend to feel more satisfied with their careers, because they feel progress in their work and recognition for their contributions. Therefore, improving professional competence can be a key factor in creating a work environment that motivates and meets personnel's career needs. Career satisfaction has a positive and significant influence on personnel performance. Personnel who are satisfied with their careers tend to show higher performance, because they are motivated and feel more involved in their work. This suggests that creating a work environment that supports career satisfaction, such as recognition for achievements and opportunities for development, can contribute to improving overall personnel performance.

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