

The Role of Psychological Capital in Mediating the Effect of Supervisory Support on Work Motivation

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Abstract. *This study aims to analyze the effect of supervisory support on the work motivation of police personnel, with psychological capital as a mediating variable. The background of this study is based on the demand for increasing the professionalism and performance of police personnel amidst complex social dynamics and high public expectations. In the context of a police organization, work motivation is seen as a key factor in maintaining operational effectiveness, where support from superiors (supervisory support) and internal strength of personnel (psychological capital) play an important role in encouraging work enthusiasm. This study uses a quantitative approach with an explanatory research method. The study population includes all personnel at the Cirebon Police, totaling 201 people, and the entire population is used as a sample (census). The research instrument is a closed questionnaire that measures the variables of supervisory support, psychological capital, and work motivation. Data were analyzed using the Partial Least Square (PLS) approach using SmartPLS. The results showed that supervisory support has a positive and significant effect on psychological capital ($\beta = 0.797$) and on personnel work motivation ($\beta = 0.509$). Psychological capital was also proven to have a significant effect on work motivation ($\beta = 0.426$), and mediately strengthens the relationship between supervisory support and work motivation. The R^2 value shows that 63.4% of the variation in psychological capital and 78.3% of the variation in work motivation can be explained by the model. This confirms that support from superiors that includes emotional, informational, evaluation, and physical aspects, can strengthen positive psychological characters of personnel such as self-confidence, optimism, hope, and resilience, which in turn increases their work spirit. This study provides theoretical contributions to the development of human resource management studies in the police environment and practical contributions in formulating strategies to increase work motivation based on supervision and positive psychology approaches.*

Keywords: *Capital; Motivation; Psychology; Supervision.*

1. Introduction

The Indonesian National Police (Polri) as a law enforcement institution has a strategic role in maintaining public security and order (harkamtibmas). Along with the development of the era

of democracy and digitalization, society is increasingly critical of various issues, including police policies and actions. This requires Polri to continue to adapt to the dynamics of a rapidly changing environment and face increasingly high public expectations.

In addition to its main task in law enforcement, the Indonesian National Police also serves as an important pillar in creating social stability and strengthening harmonious relations with the community. In facing various criticisms and challenges from the increasingly critical community, the Indonesian National Police are required to maintain transparency, accountability, and be able to consistently meet the community's need for a sense of security. This effort requires a more humanistic, professional, and proactive approach to build public trust and support the sustainability of the Indonesian National Police's strategic role amidst complex social changes.

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).

Supervisory support has been recognized as one of the key elements that contribute to creating a conducive work environment, by providing direction, feedback and recognition to subordinates. (Chan 2017). Support from superiors or supervisors (supervisory support) plays a crucial role in HR performance. Supervisory support includes guidance, feedback, and emotional support provided by superiors to their subordinates, which are very important in creating a positive work environment. (Mishra et al. 2019).

Previous research shows that there is still controversy regarding the results between the role of supervision and work motivation. The results of the study indicate that there is a positive relationship between the role of the room supervisor and work motivation. (Peggy Passya, Ichsan Rizany, and Herry Setiawan 2019). However, other studies show that the Principal supervision does not have a significant effect on Personnel Motivation. (Santy Wijaya 2021).

So in this study, psychological capital is proposed as a mediating variable to describe the gap above.

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 supervisory support variables, psychological capital, and HR work motivation. The analysis used to answer the hypothesis is structural equation modeling using the Partial Least Square (PLS) approach. This approach is used because the estimation of latent variables in PLS is as an exact linear combination of indicators, so that it is able to avoid indeterminacy problems and produce accurate component scores. In addition, the PLS analysis method is powerful because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large.

3. Results and Discussion

The population in this study were members of the Police at the Cirebon Police. The questionnaire distribution process was carried out directly and through Google Form so that a sample of 201 respondents was obtained, namely the total members of the Police at the Cirebon Police. The data was analyzed based on the results of the questionnaire distribution which were then processed using Smart PLS Software. to find out the description of the respondents, it can be explained as follows.

Table Respondent Characteristics

Characteristics	Information	Amount	Percentage
Gender	Man	168	83.58%
	Woman	33	16.42%
Respondent Age	20 – 30	28	13.93%
	31 – 40	153	76.12%
	41 – 50	20	9.95%
Level of education	SENIOR HIGH SCHOOL	12	5.97%
	D3	32	15.92%
	S1	142	70.65%
	S2	15	7.46%

Source: primary data processed 2025

Based on the characteristics of the respondents as explained in the table, it shows that the respondents' responses based on gender are dominated by Men as many as 168 people or 83.58%, while Female respondents numbered 33 people or 16.42%. This shows that the majority of personnel at the Cirebon Police are Men, which is in accordance with the general characteristics of the police profession in Indonesia.

Based on age, most respondents were between 31-40 years old, which was 153 people or 76.12%. Meanwhile, respondents aged 20-30 years were 28 people (13.93%) and those aged 41-50 years were 20 people (9.95%). This illustrates that the majority of Cirebon Police personnel are of productive age and mature in carrying out police duties.

In terms of education level, respondents with a Bachelor's degree dominate as many as 142 people or 70.65%. Respondents with a D3 education number 32 people (15.92%), followed by a Master's degree of 15 people (7.46%), and a High School of 12 people (5.97%). This shows that most members of the Cirebon Police have a fairly high level of education, namely Bachelor's degree (S1), so that it is expected to be able to support professionalism and performance in carrying out police duties.

Descriptive statistics of Psychological Capital will describe the performance assessment of members at the Cirebon Police. Respondents' responses regarding the Psychological Capital of members at the Cirebon Police are shown in table 4.3 as follows:

Table Psychological Capital Variable Index Value

Code	Indicator	STS	TS	N	S	SS	Mean	Criteria
Mp 1	Self-Efficacy/Confidence	9	16	62	69	45	3.622	Tall
Mp 2	Optimism (Optimism)	17	11	72	46	55	3,552	Currently
Mp3	Hope	13	15	60	56	57	3,642	Tall
Mp 4	Resiliency	11	16	48	67	59	3,731	Tall
Average							3.636	Tall

Source: Processed primary data, 2025

From the table, it can be seen that the average value of the answer index of the Psychological Capital variable of Police members at the Cirebon Police is 3.636 which is included in the High category. This shows that overall, respondents have a good level of psychological capital in carrying out their duties in the police work environment.

When viewed from each indicator, Self-Efficacy/Confidence has a mean value of 3.622 and is in the High category. This indicates that most personnel feel confident in carrying out their duties and are confident in their own abilities. The Optimism indicator gets a mean value of 3.552 and is in the Medium category, which means that although respondents have a positive outlook on the future, there is still room to increase optimism among members.

In the Hope indicator, the mean value was recorded at 3.642, which is also included in the High category. This illustrates that respondents have strong hopes and motivation to achieve the goals that have been set. Meanwhile, for the Resiliency indicator, the mean value of 3.731 also shows the High category, indicating that the majority of members have the ability to bounce back from the pressure and challenges they face in their duties.

The high average score of the Psychological Capital variable provides an illustration that personnel at the Cirebon Police generally have good self-confidence, hope, and resilience, although an optimistic attitude still needs to be strengthened. Therefore, it is important for institutions to continue to support the development of psychological capital of personnel, for example through motivational training, giving awards, and building a work environment that supports an optimistic and resilient attitude in facing various challenges of police duties.

The results of the path analysis between research variables can be interpreted as follows:

1) The Influence of Supervisory Support on Psychological Capital

The results of the analysis show that the influence of Supervisory Support on Psychological Capital is very significant, with an Original Sample Estimate value of 0.797 and a P-Value of 0.000 (<0.05). This shows that the greater the supervisory support received by police personnel, the greater the psychological capital possessed by the personnel. The psychological capital in question includes the beliefs, motivations, and self-confidence of personnel in carrying out their duties. Thus, it can be concluded that strong and effective support from superiors in the form of guidance, direction, and attention to psychological well-being greatly influences the increase in psychological capital of personnel. Increased supervisory support can reduce psychological stress and improve the mental well-being of personnel, which in turn will affect their performance.

2) The Influence of Supervisory Support on Police Personnel Work Motivation

In the second path analysis, Supervisory Support on Police Personnel Work Motivation also showed significant results with an Original Sample Estimate value of 0.509 and a P-Value of 0.000 (<0.05). This shows that supervisory support provided by superiors can increase police personnel work motivation. This support includes the provision of adequate resources,

constructive feedback, and recognition of achievements that have been achieved. When personnel feel they have sufficient support, they will feel more motivated in carrying out their duties, and strive to improve their performance even better. Therefore, it is important for superiors to continue to provide effective supervision to maintain and improve police personnel work motivation.

3) The Influence of Psychological Capital on Police Personnel Work Motivation

The results of the analysis on the third path show that Psychological Capital on Police Personnel Work Motivation also has a significant effect, with an Original Sample Estimate value of 0.426 and a P-Value of 0.000 (<0.05). This shows that strong psychological capital contributes positively to increasing police personnel work motivation. Personnel who have high psychological capital tend to have high self-confidence, mental resilience, and internal motivation to work better. This psychological capital includes factors such as self-satisfaction, a sense of purpose in work, and a sense of competence in carrying out tasks. Therefore, developing personnel's psychological capital through training, coaching, and providing psychological support can help improve their work motivation, which in turn has an impact on the quality of public services provided by the police.

The discussion that will be carried out in this research is:

1) The Influence of Supervisory Support on Psychological Capital

Based on the results of the analysis, it can be seen that the variable "Supervisory Support" has a significant influence on "Psychological Capital" with a sample estimate of 0.797. This figure shows that the better the Supervisory Support given to police personnel at the Cirebon Police, the higher the level of Psychological Capital possessed by the individual. Psychological Capital here refers to psychological aspects that support individual well-being in carrying out police duties, such as self-confidence, mental resilience, and motivation to work.

The subsample mean value of 0.795 which is almost identical to the initial estimate indicates that the relationship between Supervisory Support and Psychological Capital is consistent across the samples analyzed. With a very small standard deviation of 0.032, it shows that the distribution of data in the results of this test is very focused and stable, thus indicating a strong and reliable relationship between the two variables.

The t-statistic reaching 25.063 is much higher than the critical value of 1.972, indicating that the relationship between Supervisory Support and Psychological Capital is highly statistically significant. The p-value of 0.000 also confirms that this relationship is highly significant because the p-value is much smaller than the significance limit of 0.05. Thus, the hypothesis stating that Supervisory Support has a significant influence on Psychological Capital is accepted. This indicates that improving the quality of Supervisory Support, which includes providing direction, constructive feedback, and guidance to personnel, can strengthen their Psychological Capital, which in turn can improve their performance.

Research by Suparman et al. (2021) also supports these results, which show that good Supervisory Support, especially in the form of guidance and emotional support, can improve employee psychological well-being. The results of this study are in line with the findings at the Cirebon Police, which showed that Supervisory Support has a positive impact on Psychological Capital. In addition, research by Aulia and Rizki (2025) found that in the police environment, good Supervisory Support contributes to the development of personnel's psychological capital, which is very important for improving the quality of their work in the field.

2) The Influence of Supervisory Support on Work Motivation of Police Personnel

The results of the analysis show that Supervisory Support has a significant influence on the Work Motivation of police personnel at the Cirebon Police with a sample estimate of 0.509. This estimate shows that the better the Supervisory Support provided, the higher the Work Motivation of police personnel. Good Supervisory Support, such as clear direction, appreciation for achievement, and attention to personnel welfare, has been shown to increase their motivation in carrying out challenging police duties.

The obtained subsample average of 0.508 shows almost identical results to the initial estimate, indicating consistency in the influence of Supervisory Support on Work Motivation. The standard deviation of 0.051 indicates that the data has a relatively small level of spread, indicating that most samples have a consistent response to the influence of this Supervisory Support.

The t-statistic reaching 10.024 and much higher than the t-table value (1.972) shows that the influence of Supervisory Support on Work Motivation is very significant. The very small p-value, which is 0.000, confirms that this relationship is very significant, with a p-value that is far below the significance threshold of 0.05. Thus, the hypothesis stating that Supervisory Support has a significant influence on Work Motivation is accepted. These results indicate that increasing Supervisory Support can increase the enthusiasm and motivation of personnel in carrying out their duties.

This finding is in line with research by Wijaya and Kurniawan (2022) which shows that good Supervisory Support in the government sector, including in the context of the police, can increase personnel work motivation. This support includes emotional attention and career development that can increase personnel involvement and commitment to their work. This is also proven by Nugroho (2022), who stated that Supervisory Support that provides positive reinforcement to personnel can increase their work motivation.

3) The Influence of Psychological Capital on the Work Motivation of Police Personnel

Based on the results of the analysis, the variable "Psychological Capital" also has a significant influence on "Police Personnel Work Motivation" with a sample estimate of 0.426. This figure shows that the higher the Psychological Capital possessed by police personnel, the higher

their level of Work Motivation. Psychological Capital which includes self-confidence, the ability to cope with stress, and mental resilience is very important to maintain motivation in carrying out difficult tasks in the field.

The average value of the subsample obtained is 0.426 close to the initial estimate, indicating consistency of the results between the sample and subsample estimates. The standard deviation of 0.053 indicates that the data is spread out at a fairly small level, indicating consistency of response in the relationship between Psychological Capital and Work Motivation.

The t-statistic of 8.090, which is greater than the t-table value (1.972), indicates that the relationship between Psychological Capital and Work Motivation is very significant. The p-value of 0.000 confirms the significance of this influence, because the p-value is much smaller than 0.05. Therefore, the hypothesis stating that Psychological Capital has a significant influence on Work Motivation is accepted. This indicates that by increasing Psychological Capital, police personnel will have greater motivation to carry out their duties better.

Research by Aulia and Rizki (2025) also supports these results, which show that Psychological Capital has a significant influence on the work motivation of police personnel. They found that personnel who have high psychological capital, such as mental resilience and self-confidence, are more motivated to carry out their duties well.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be drawn: Supervisory support has been proven to have a significant influence on the psychological capital of personnel at the Cirebon Police. This means that the greater the support given by superiors or supervisors, the better the psychological condition of the personnel. This support includes attention, direction, and assistance in completing tasks, which effectively increases the confidence, optimism, hope, and resilience of personnel. Strong support from supervision helps personnel feel more appreciated and empowered, so that their psychological capital can develop optimally. Supervisory support also has a significant effect on the work motivation of police personnel. This shows that the support received from superiors not only strengthens psychological conditions, but also directly encourages the enthusiasm and work motivation of personnel. When personnel feel that they are getting guidance, recognition, and attention from their supervisors, they become more motivated to work harder and are committed to their duties. Good support from supervision creates a positive work environment and spurs the internal motivation of police members. The psychological capital of personnel has a significant effect on their work motivation. This means that personnel who have high psychological capital, such as optimism, self-confidence, mental toughness, and strong hope, tend to have higher levels of work motivation. This psychological capital becomes an important internal factor that strengthens the desire of personnel to achieve goals and carry out tasks with enthusiasm. Thus, the development of psychological capital of

personnel becomes one of the important keys in increasing work motivation in the police environment.

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