

## The Influence of on the Job Training on Police Personnel Performance Through Police Professional Competence as a Mediating Variable

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**Abstract.** *This study aims to analyze the effect of On the Job Training (OJT) and work experience on the performance of Police personnel, with professional competence as a mediating variable. The background of this study is based on the importance of improving the performance of police officers as the spearhead in maintaining public security and order. Optimal performance is determined not only by work experience, but also by relevant and effective direct training in the field (OJT), as well as the level of professional competence possessed by each personnel. This study uses a quantitative explanatory approach, with a census technique on all personnel of the Cirebon City Police as many as 121 people. Data were collected using a closed questionnaire with a Likert scale, then analyzed using the Partial Least Square (PLS) method to test the direct and indirect relationships between variables. The variables measured include OJT, work experience, professional competence, and personnel performance. The results showed that OJT had a positive and significant effect on professional competence ( $\beta = 0.801$ ) and personnel performance ( $\beta = 0.512$ ). Professional competence is also proven to have a significant effect on performance ( $\beta = 0.328$ ), and is a mediating variable that strengthens the influence of OJT on personnel performance. This finding is reinforced by the  $R^2$  value which shows that the model is able to explain most of the variability in personnel performance. Indirectly, OJT has a positive impact on performance through increasing professional competence. The practical implications of this study indicate that practice-based training carried out continuously can improve investigative abilities, technical skills, and analytical abilities of personnel, which will ultimately have an impact on increasing work effectiveness and service to the community. This study also enriches the literature on HR management, especially in the context of law enforcement agencies.*

**Keywords:** Competence; Experience; personal; Training.

### 1. Introduction

The Republic of Indonesia National Police, or POLRI, is an integral part of the state government which is responsible for maintaining public security and order, enforcing the law,

providing protection, patronage and services to the community.(Gaussyah, 2012). The main function of the police involves the implementation of public security and order, law enforcement, protection, patronage and service to the community in order to maintain domestic security.(Muradi, 2018). This function is recognized by law, including Article 30 of the 1945 Constitution and Article 2 of Law Number 2 of 2002 concerning the Indonesian National Police.

Regulation of the Chief of the Indonesian National Police Number 5 of 2016 concerning the Implementation of the Assessment Center of the Indonesian National Police provides clear guidelines on the competencies expected of Police personnel. The Police have a responsibility to promote the formation of personnel who have superior performance, positive leadership style, high competency, and good cultural and moral values, with the hope that they can make a positive contribution to the implementation of the main tasks of the Indonesian National Police. Therefore, career development within the Police must be based on the competencies possessed by its personnel. For example, to place someone in the position of Head of the Investigation Unit, the individual must meet the competencies that have been set for the position, so that only personnel who meet the job competency standards can be placed in that position.

Training is an effective means to form and improve the professional competence of police personnel.(Hidayat & Agustina, 2020a). Through training, personnel can acquire the knowledge, skills and attitudes necessary to carry out their duties more efficiently and effectively.(Mangkat et al., 2019). Training also includes the development of technical skills, such as investigative techniques, use of forensic technology, and good communication skills.(Mohd et al., 2020).

Professionalism is also a major focus in police training, covering aspects such as work ethics, integrity, and the ability to interact positively with the community.(Hidayat & Agustina, 2020b). Training can provide practice situations that are similar to real challenges faced in everyday tasks, so that personnel can hone their skills in a practical context. In addition, police training can also include simulations of emergency situations or complex tasks to test rapid response and decision-making abilities. Providing this training continuously will ensure that police personnel continue to develop in accordance with ongoing changes in social, technological and legal dynamics. Thus, training is not just a transfer of knowledge, but also an ongoing effort to form and maintain the professional competence of police personnel in accordance with the demands of the times.

Previous research on the relationship between training and performance still causes a lot of controversy. Among them are research results that show that training has a positive and significant effect on improving performance.(Risdiantoro, 2021)This result is different from the research results which stated that training had no effect on job satisfaction and performance.(Putra & Wulandari, 2019). So in this case, the professional competence of the police is proposed as a mediating variable.

## 2. Research Methods

The type of research used in this study is an 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 On the Job Training, professional police competence, and police personnel performance. Data sources in this study include primary and secondary data. Primary data is data obtained directly from the object (Widodo, 2017). Primary data for the study includes: On the Job Training, professional police competence, and police personnel performance. Secondary data is data obtained from other parties. The data includes statistical data on the departure of the Hajj and Umrah, data and references related to this study.

## 3. Results and Discussion

The population in this study were all active members of the Cirebon City Police Department. The questionnaire distribution process was carried out directly by visiting members and indirectly by using internet media via Google Form so that a sample size of 121 respondents was obtained. To find out the description of the respondents, it can be explained as follows

**Respondent Characteristics Table**

Characteristics	Information	Frequency	Percentage
<b>Gender</b>	Man	70	<b>57.9 %</b>
	Woman	51	<b>42.1 %</b>
<b>Age of respondents</b>	19 – 24 years	30	<b>24.8 %</b>
	25 – 30 years	35	<b>28.9 %</b>
	31 – 35 years	25	<b>20.7 %</b>
	> 36 years	31	<b>25.6 %</b>
<b>Level of education</b>	<b>SENIOR HIGH SCHOOL</b>	<b>40</b>	<b>33.1 %</b>
	<b>Diploma (D3)</b>	<b>25</b>	<b>20.7 %</b>
	<b>Bachelor (S1) Master (S2)</b>	<b>38</b>	<b>31.4 %</b>
		<b>18</b>	<b>19.9 %</b>

Source: Processed primary data, 2025

Based on the data table of Respondent Characteristics in this study, it shows that the majority of members of the Cirebon City Police are male (57.9%), with a proportion of women of 42.1%. This composition reflects that the police are still dominated by men, although the involvement of women in the institution is quite significant. In terms of age, most respondents are in the productive age range, with the 25-30 year age group being the largest (28.9%), followed by the group over 36 years (25.6%). This shows that police personnel have a combination of young workers who are still in the professional development stage and more experienced senior members.

The education level of respondents also showed quite significant variations, where the majority were high school graduates (33.1%), followed by Bachelor's degree graduates

(31.4%), Diploma (20.7%), and Master's degree (14.9%). This educational background plays an important role in shaping the professional competence of the police, especially in understanding the law, security enforcement strategies, and communication and leadership skills. Higher education tends to improve analytical and decision-making skills, which are crucial elements in the performance of police personnel.

This variation in age and education level is a factor that supports the effectiveness of on-the-job training. Younger police officers are generally more adaptive to technology-based training and new methods in law enforcement, while more senior personnel can act as mentors in sharing experiences and practical skills. OJT is an important strategy in improving the professional competence of the police by providing direct experience in handling cases, understanding legal procedures, and honing technical and social skills in interacting with the community.

Good professional police competence is closely related to the level of education and training received by personnel. Police who have high professional competence will be more able to carry out their duties effectively, both in law enforcement, conflict management, and community service. This competence also includes aspects of technical skills, such as the use of technology in investigations, as well as interpersonal skills in building good communication with the community.

The results of respondents' responses regarding Job Satisfaction were obtained from distributing questionnaires to 121 members of the Cirebon City Police Department. The questionnaire regarding the performance of police personnel consists of 5 statement items that have been responded to by respondents. The following are the results of the respondents' answers which can be seen in the table.

**Respondent Response Table for Police personnel performance**

No	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
1	Case handling,	7	3	46	35	30	3.645	Moderate/Sufficient
2	Success rate in investigations,	8	6	41	32	34	3.645	Moderate/Sufficient
3	Operational efficiency,	5	7	40	34	35	3,719	Tall
4	Participation in crime prevention activities,	3	9	39	35	35	3,744	Tall
5	Positive involvement in the community.	5	10	34	36	36	3,727	Tall
<b>Average</b>							3.696	Tall

Source: Processed primary data, 2025

Based on the Table of 121 respondents taken as a sample, it is known that Based on the respondents' responses to the performance of police personnel, the results show that overall performance is in the "High" category, with an average score of 3,696. Several aspects such as operational efficiency (3,719), participation in crime prevention activities (3,744), and positive involvement in the community (3,727) received high ratings, indicating that police personnel have made a good contribution to daily operations and in building relationships with the community. However, the indicators for case handling (3,645) and the level of success in investigations (3,645) are still in the "Medium/Sufficient" category, indicating challenges in the effectiveness of case resolution and investigations.

The performance of these police personnel is greatly influenced by the quality of On the Job Training (OJT) they receive. OJT plays an important role in improving technical skills, understanding of legal procedures, and the ability to deal with various situations in the field. With scores that are still sufficient in the aspects of case handling and success, it can be concluded that there is still a need for strengthening in investigative training, including evidence collection techniques, witness interviews, and case analysis. In addition, the effectiveness of OJT in directly involving personnel in operational tasks is also a key factor in improving their work efficiency.

In addition to OJT, police professional competence is also closely related to personnel performance. High competence in the aspects of investigation and conflict analysis will help increase the success rate in investigations, while good technical skills will support operational efficiency. With a "high" rating on community involvement and crime prevention, it can be said that police officers have carried out their roles well in building relationships with the community and reducing potential crime. However, to further improve performance, a more strategic approach is needed in technical and investigative training, so that each personnel has the optimal capacity to handle cases and increase work effectiveness in the field.

Thus, improving the quality of OJT and strengthening professional competence are key factors in ensuring that police personnel perform better. Investment in more practice-based training and the development of analytical and technical skills will have a direct impact on improving the success of objectives, operational effectiveness, and public satisfaction with police services.

**Composite Reliability Test Table**

<i>Variables</i>	<i>Composite Reliability</i>	<i>Sign off</i>	<i>Conclusion</i>
<b>On the Job Training (OJT)</b>	0.852	0.70	Reliable
<b>Police professional competence</b>	0.835	0.70	Reliable
<b>Police personnel performance</b>	0.863	0.70	Reliable

Source: Processed primary data, 2025

Variables On the Job Training (OJT) is measured using four indicators with outer loading values between 0.717 – 0.801, which means that the four indicators are valid in reflecting OJT measurements. The level of reliability of the variables is acceptable, as indicated by the Composite Reliability value (0.852) and Cronbach's Alpha above 0.70, so this variable is



considered reliable. In addition, the level of convergent validity indicated by the Average Variance Extracted (AVE) of  $0.591 > 0.50$  has met the requirements for good convergent validity. Overall, the variation of measurement items contained in this variable reaches 59.1%.

Among the four indicators, direct involvement in the field (Ojt 3) has the highest external load (0.801), indicating that direct involvement in operational tasks is very important for the effectiveness of training. In addition, the theory of application into practice (Ojt 2) also has a high value (0.793), indicating that police officers feel that practice-based training is very helpful in improving their skills in the field. Therefore, Ojt 3 and Ojt 2 are indicators that need to be maintained and strengthened in the training program, while other indicators still need to be improved and accelerated in order to provide a more optimal impact on improving the skills of police personnel.

The professional competence variable of the police is measured using three indicators with outer loading values between 0.775 – 0.804, which means that these indicators are valid to reflect the measurement of police competence. The value Composite Reliability (0.835) and Cronbach's Alpha above 0.70 indicate that this variable has a good level of reliability. Meanwhile, AVE of  $0.627 > 0.50$  has met the requirements of convergent validity, which means that these indicators are able to explain 62.7% of the variation in the measurement of police competence.

From the third indicator, analytical skills in conflict and risk (Kpk 3) have the highest outer loading value (0.804), which shows that analytical skills in conflict and risk are very important aspects in building police professionalism. In addition, investigative knowledge (Kpk 1) also has a significant contribution with a value of (0.796), which shows that police members have a good understanding in conducting case investigations. Therefore, indicators Kpk 3 and Kpk 1 need to be maintained because they are already running well, while police technical skills (Kpk 2) with a value of 0.775 can still be improved through more intensive training programs in technical and operational aspects.

The performance variable of police personnel is measured by five indicators, with an outer loading value between 0.717 – 0.781, which means all indicators are valid in measuring police performance. The reliability variable has also been met, with a Composite Reliability value of 0.863 and Cronbach's Alpha above 0.70. In addition, the convergent validity indicated by the AVE value of  $0.558 > 0.50$  has met the required requirements, with a measurement variation of 55.8%.

Among the five indicators, the success rate in investigation (Kp 2) has the highest outer loading value (0.781), indicating that success in investigation and case resolution is the main factor in assessing the performance of police personnel. In addition, positive involvement in the community (Kp 5) with a value of (0.769) indicates that active participation of police personnel in building relationships with the community is an important element in maintaining security and peace. Therefore, indicators Kp 2 and Kp 5 need to be maintained and continuously improved, while other indicators, such as case handling (Kp 1) and operational efficiency (Kp 3) which have lower values, can still be improved through increasing technical training and increasing operational effectiveness in the field.

Thus, increasing On the Job Training (OJT) which focuses on direct involvement in the field and the application of theory in practice can help improve the professional competence of the police, which will ultimately have a positive impact on the performance of police personnel in handling cases, increasing operational efficiency, and strengthening relations with the community.

H1: From the table above, it can be explained that On the Job Training (OJT) has a positive and significant effect on Police Personnel Performance with an original sample value of 0.512 and a P-value of 0.000. Because the P-value  $< 0.05$ , it can be concluded that OJT has a significant relationship with improving the performance of police personnel. This means that the better the OJT program given to police members, the better their performance in carrying out their duties. This confirms that training involving mentor guidance, application of theory in practice, and direct involvement in the field makes a major contribution to improving the effectiveness and efficiency of police members' work at the Cirebon City Police.

H2: From the table above, it can be explained that, The results of the analysis show that the On the Job Training (OJT) variable has a positive and significant effect on Police Professional Competence with an original sample value of 0.801 and a P-value of 0.000. With a P-value smaller than 0.05, it can be concluded that the OJT program directly improves the professional competence of police members. This shows that through practice-based training, technical skills, investigations, and conflict and risk analysis of police personnel are increasingly developing. Thus, the more effective the implementation of OJT, the more the professionalism of police members in carrying out their duties will increase.

H3: From the table above, it can be explained that the Police Professional Competence variable has a positive and significant effect on Police Personnel Performance, with an original sample value of 0.328 and a P-value of 0.001. Because the P-value is smaller than 0.05, it can be concluded that the professional competence possessed by police members has a direct impact on their performance. With increased competence in the fields of investigation, technical skills, and conflict and risk analysis, police members are able to work more effectively in handling cases, increasing operational efficiency, and playing an active role in efforts to prevent crime in the community. Therefore, increasing professional competence needs to be continuously carried out to strengthen the quality of work of police personnel in carrying out their duties and responsibilities.

After conducting the measurement model test, a structural model test is conducted. Hypothesis testing uses two criteria to determine whether the hypothesis is accepted or rejected. The first criterion is t-statistics or critical value, where the hypothesis is accepted if the hypothesis has a critical value (T-Statistics) of more than 1,285. The second criterion is P-Value, where the hypothesis is accepted.

Variable Relationship	T-statistic	P Value	Conclusion
On the Job Training for Personnel Performance through Police Professional Competence	3.175	0.002	Support

Source: Processed primary data, 2025

Based on the table above, statistical analysis was conducted to assess the relationship between the variables "On the Job Training" and "Personnel performance" through the variable "Police professional competence". This analysis uses two main criteria: T-statistics and P-Value. The T-statistics criterion is met if the T-statistics value exceeds the threshold of 1.285, which indicates the strength of the relationship between variables. Meanwhile, the P-Value criterion assesses statistical significance, where the relationship is considered significant if the P-Value is less than 0.05.

In the relationship between the On the Job Training variable and Personnel Performance through Police Professional Competence, the T-statistic value of 3.175 indicates that the relationship between these variables has a fairly strong strength. In addition, the P-value of 0.002 (less than 0.05) indicates that this relationship is significant. These results support the hypothesis that On the Job Training (OJT) can improve Police Personnel Performance through the mediation of Police Professional Competence.

Police officers who receive good practice-based training (OJT) will experience improvements in professional competencies, such as investigative skills, conflict analysis skills, and police technical skills. With these improvements in professional competencies, police personnel become better prepared to face challenges in the field, which ultimately has a positive impact on improving their performance, both in handling cases, operational efficiency, and involvement in crime prevention.

The results of this study indicate that On the Job Training not only has a direct impact on the performance of police personnel but also provides a significant influence through increasing their professional competence. Therefore, optimizing the OJT program with a more structured approach and based on direct experience in the field is a strategic step in improving the competence and effectiveness of police personnel at the Cirebon City Resort Police.

The explanation of Hypothesis Testing is as follows:

1) The influence of training on police professional competence

The test results show that training (On the Job Training/OJT) has a positive and significant effect on Police Professional Competence, with a T-statistic value of 26.062 which is much greater than the T-table value (1.97) and a P-value of 0.000. This shows that the relationship between training and professional competence is very strong and significant. Thus, the hypothesis that training has an effect on increasing police professional competence can be accepted. This means that the better the training given to police members, the more the investigative knowledge, police technical skills, and conflict and risk analytical abilities of the personnel will increase.

2) The influence of training on personnel performance

Based on the test results, training (On the Job Training/OJT) has a positive and significant effect on Police Personnel Performance, with a T-statistic value of 5.221 which is greater than



the T-table (1.97) and a P-value of 0.000. Thus, the hypothesis that training has an effect on improving police personnel performance can be accepted. This means that the better the implementation of OJT, the greater the ability of personnel to handle cases, improve operational efficiency, and participate in crime prevention.

### 3) The Influence of Police Professional Competence on Personnel Performance

The results of the analysis show that professional competence of the police has a positive and significant effect on the Performance of Police Personnel, with a T-statistic value of 3.269 which is greater than the T-table (1.97) and a P-value of 0.001. These results indicate that the hypothesis that professional competence has an effect on the performance of police personnel can be accepted. This means that the higher the professional competence of police members, the better their performance in handling cases, increasing the success of investigations, and participating in crime prevention efforts.

The R-squared (R<sup>2</sup>) test is a test conducted to measure the level of Goodness of Fit of a structural model. The R-squared (R<sup>2</sup>) value is used to measure how much the endogenous latent variable which is a variable influenced by other variables (in this study are dependent and mediating variables) is explained by the exogenous latent variable which is the independent variable.

Variables	R-Square Value
Personnel Performance	0.640
Police professional competence	0.791

Source: Processed primary data, 2025

Based on the R-Square test, it is known that the R-Square value for the Police Professional Competence variable is 0.791. This means that the On the Job Training (OJT) variable can explain the variation of the Police Professional Competence variable by 79.1%, while the remaining 20.9% is influenced by other variables not examined in this study. In other words, the implementation of OJT has a very strong influence in improving the professional competence of police members, such as technical skills, investigative abilities, and conflict analysis that support the implementation of their duties in the field.

In addition, based on the R-Square test, it is known that the R-Square value for the Personnel Performance variable is 0.640. This shows that the On the Job Training and Police Professional Competence variables can explain the variation of the Police Personnel Performance variable by 64.0%, while the remaining 36.0% is influenced by other variables not examined in this study. This means that in addition to training and professional competence factors, there are other factors that can affect the performance of police personnel, such as work motivation, work environment, and organizational policies that have not been explained in this study.

These results indicate that On the Job Training plays an important role in improving the professional competence of the police, which ultimately has a positive impact on improving the performance of police personnel. However, because there are still 36% of other factors that affect personnel performance that have not been studied, further research is

recommended to identify other factors that can further improve the effectiveness and efficiency of police personnel.

The discussion that will be carried out is as follows:

### 1) The Influence of Training on Police Professional Competence

The results of the Partial Least Square (PLS) analysis show that On the Job Training (OJT) has a positive and significant effect on Police Professional Competence, with an original sample value of 0.801 and a P-value of 0.000. Because the P-value is less than 0.05, it can be concluded that On the Job Training significantly increases Police Professional Competence.

The effective implementation of OJT allows police officers to gain a deep understanding of investigations, police technical skills, and conflict and risk analysis skills. This is proven by the highest outer loading value on the Conflict and Risk Analysis Skills indicator of 0.804, indicating that this aspect is most influenced by the training provided.

On the Job Training has a crucial role of analysis in improving Police Professional Competence, especially in the aspects of technical skills and conflict. Therefore, training programs must continue to be improved and developed in order to provide maximum impact on the professionalism of police members.

### 2) The Influence of Training on Personnel Performance

The results of the analysis show that On the Job Training (OJT) has a positive and significant effect on Police Personnel Performance, with an original sample value of 0.512 and a P-value of 0.000. Because the P-value is less than 0.05, it can be concluded that OJT has a direct impact on improving the performance of police personnel.

Through OJT, police officers gain hands-on experience in handling various cases, improving operational efficiency, and increasing their involvement in crime prevention activities. This is supported by the results of the discriminant validity test, where the AVE value for OJT of 0.591 indicates that this variable has a strong contribution in shaping the performance of police personnel.

On the Job Training has a significant influence on Police Personnel Performance. More intensive and practice-based training programs in the field need to be continuously strengthened so that the performance of police members in handling cases, conducting investigations, and engaging in the community can be increasingly optimal.

### 3) The Influence of Police Professional Competence on Personnel Performance

The results of the analysis show that Police Professional Competence has a positive and significant effect on Personnel Performance, with an original sample value of 0.328 and a P-value of 0.001. Because the P-value is smaller than 0.05, it can be concluded that the higher the police professional competence, the better the performance of police personnel.

This is in line with the composite reliability value of Police Professional Competence of 0.835, which indicates that this variable has a significant contribution in influencing the Police Personnel Performance variable. With increased professional competence, police members can handle cases better, increase the success of investigations, and actively contribute to crime prevention activities.

Police Professional Competence plays an important role in improving the performance of police personnel. Therefore, increasing competence must be a priority in developing human resources in police institutions, in order to create personnel who are professional, efficient, and able to achieve it optimally.

#### 4. Conclusion

On the Job Training (OJT) has a positive and significant effect on Police Professional Competence. This shows that the better and more effective the training given to police officers, the higher their level of Professional Competence in carrying out police duties optimally at the Cirebon City Resort Police. On the Job Training (OJT) has a positive and significant effect on Police Personnel Performance. This means that the more frequent and quality training received by police officers, the better their performance in handling operational tasks, searches, and involvement in crime prevention in the Cirebon City Resort Police environment, Police Professional Competence has a positive and significant effect on Police Personnel Performance. This shows that the higher the level of professional competence possessed by police officers, the better their performance in carrying out police duties, both in handling cases, investigations, and interactions with the community at the Cirebon City Resort Police.

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