

The Effect of Supervision Support as a Moderator in Improving Psychological Capital and Personnel Work Motivation

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Abstract. *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. 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 variables of supervision support, psychological capital, and HR work motivation. 1.*

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. 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 the psychological condition, but also directly encourages the spirit and work motivation of personnel. 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.

Keywords: *Supervision; Increasing Psychological Capital; Personnel Work Motivation.*

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 affect performance in organizations (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 work environment, as well as good workload management, can increase feelings of security and motivation (Malinowska, Tokarz, and Wardzichowska 2018). Decent wages and adequate benefits, as well as recognition 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 over the results between the role of supervision and work motivation. The results of the study showed that there was 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's supervision does not have a significant effect on Teacher Motivation (Santy Wijaya 2021). So in this study, psychological capital is proposed as a mediating variable to explain the gap above.

Psychological capital refers to the collection of positive qualities that 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 about the future. Hope involves proactive planning and the 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 help 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 variables of supervision support, psychological capital, and HR work motivation.

3. Results and Discussion

3.1. Outer Model Results (Measurement Model)

Convergent Validity Test

Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through Validity testing including convergent validity and discriminant validity.

Table Convergent Validity Test

Code	Variables	Outer Value Loading	T-statistic	Information
Supervision Support				
Ds 1	Emotional Support	0.831	35,544	Valid
Ds 2	Assessment Support	0.784	25,014	Valid
Ds 3	Information Support	0.856	39,337	Valid
Ds 4	Physical Support	0.826	35,216	Valid
Psychological Capital				
Mp 1	Self-Efficacy/Confidence	0.778	26,752	Valid

Mp 2	Optimism (Optimism)	0.803	30,956	Valid
Mp3	Hope	0.808	30,986	Valid
Mp 4	Resiliency	0.842	30,601	Valid
Motivation of police personnel work				
Mkp 1	Physiological Needs	0.845	39,178	Valid
Mkp 2	Safety Needs	0.812	30,323	Valid
Mkp 3	Social Needs	0.820	30,074	Valid
Mpk 4	Need for appreciation and self-esteem	0.821	32,318	Valid

Source: PLS output data 2025

Based on the results in table for each variable instrument, it shows that all variable indicators are known to be valid, because the loading value is greater than 0.5, so that the indicator meets the eligibility for research and is said to be valid.

Discriminant Validity

Table Discriminant Validity Test

<i>Variables</i>	<i>Avarange VarianceExtracted (AVE)</i>	<i>Sign off</i>
Supervision Support	0.680	0.5
Psychological Capital	0.653	0.5
Motivation of police personnel work	0.680	0.5

Source: PLS 2025 data processing results

Based on the results of the discriminant validity test, it was concluded that the root (AVE) of the construct in each variable of Supervisory Support, Psychological Capital and Work Motivation of police personnel showed that the AVE value had exceeded the provision of 0.5.

Composite Reliability

The composite reliability value in PLS is used to measure the consistency of the indicator block in the reflective measurement model. A high composite reliability value indicates high consistency of the indicator block in measuring the construct. To conduct a reliability test on the data collection instrument through the Algorithm Report menu by looking at the Quality Criteria Composite Modal Psikologi profesionalite Reliability value ≥ 0.70 . Thus, the instrument being tested can be declared reliable, meaning that as a measurement tool, the instrument can measure consistently.

Table Composite Reliability Test

<i>Variables</i>	<i>Composite Reliability</i>	<i>Sign off</i>	<i>Conclusion</i>
Supervision Support	0.845	0.7	Reliable
Psychological Capital	0.823	0.7	Reliable
Motivation Work personnel police	0.843	0.7	Reliable

Source: PLS 2025 data processing results

The results of the Composite Reliability value test show that all Composite Reliability values for each research variable have exceeded the standardization value of 0.70, so that testing on the variables of Supervisory Support, Psychological Capital and Work Motivation of police personnel can be trusted or relied on to reveal the actual data from an object.

Inner Model Results

Inner model or structural model testing is carried out to see the relationship between variables, significance values and R-square of the research model. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable (Ghozali, 2011). This study uses the Structural Equation Model (SEM) technique using the Partial Least Square method which functions to determine the influence of the variables Supervisory Support, Psychological Capital, Organizational Commitment, HR Performance as intervening variables. Based on the test results, the following results were obtained

Table Results of Partial Least Square Path Analysis

Code	Variables	Original sample estimate	Mean of subsamples	Standard deviation	T-statistics	P Values	Results
H1	SupportSupervision > Psychological Capital	0.797	0.795	0.032	25,063	0.000	Significant
H2	Supervision Support >	0.509	0.508	0.051	10,024	0.000	Significant
	Motivation Work police personnel						
H3	Psychological Capital > Motivation of police personnel work	0.426	0.426	0.053	8,090	0.000	Significant

Source: PLS 2025 processed data

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

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.

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.

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, sense of have a purpose in work, and a sense of competence in carrying out tasks. Therefore, developing the psychological capital of personnel 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.

3.2. Discussion

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, which indicates that the relationship between Supervisory Support and Psychological Capital 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.

The Influence of Supervisory Support on Police Personnel Work Motivation

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 that reaches 10.024 and is 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.

The Influence of Psychological Capital on Police Personnel Work Motivation

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 obtained: 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 the psychological condition, but also directly encourages the spirit and work motivation of personnel. When personnel feel they receive guidance, recognition, and attention from their supervisors, they become more motivated to work harder and commit 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 is 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 is one of the important keys in increasing work motivation in the police environment.

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