

Work Experience and Professionalism in Improving Police Personnel Performance

Yayat Hidayat¹⁾ & Ibnu Khajar²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: yayathidayat.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: ibnukhajar@unissula.ac.id

Abstract. *This study aims to analyze the influence of work experience on the performance of police personnel, with professionalism as a mediating variable. The background of this research is based on the importance of the role of professional and experienced human resources in maintaining and improving the quality of police services in the midst of social challenges and increasingly complex work environment dynamics. This study uses a quantitative approach with the explanatory research method, which was carried out on all personnel at the Kuningan Police as many as 201 people as a sample using census techniques. Data collection was carried out through a closed questionnaire and analyzed using the Partial Least Square (PLS) method. The results of the study show that work experience has a positive and significant effect on personnel performance. In addition, work experience also has a significant effect on the level of professionalism of personnel, which in turn contributes positively to performance improvement. Professionalism has been shown to be able to significantly mediate the relationship between work experience and personnel performance. The R-square value shows that this research model has a strong explanatory power on personnel performance. These findings indicate that extensive work experience, when combined with high professionalism including dedication, responsibility, integrity, and technical ability will increase the effectiveness and efficiency of the implementation of police duties. The practical implications of this study show the importance of managing work experience through job rotation, training, and career development, as well as instilling the values of professionalism as a strategic effort to improve the performance of the police organization in a sustainable manner.*

Keywords: *Professionalism; Personnel Performance; PLS; Kuningan Police; Work Experience.*

1. Introduction

Indonesia's diversity rooted in ethnicity, religion, and social stratification is a characteristic of the nation that is the foundation of its unity. However, the professionalism of the Indonesian National Police faces significant challenges, including political instability, election pressure, and the growth of radicalism that tests its role as a guardian of stability (Indriyanto, 2017). The era of globalization brings additional challenges in the form of ideological and cultural penetration through multilateral cooperation such as the ASEAN Economic Community (AEC). Although the Indonesian National Police is not directly involved in the ratification, this institution has a responsibility to maintain the nation's ideology and protect Indonesia's diversity. As part of the government, the professional performance of the Indonesian National Police has a positive impact on social and political stability. However, the dynamics of social change that are faster than internal reforms of the Indonesian National Police create gaps that must be addressed through continuous improvement of professionalism to respond to new challenges effectively (Muradi, 2018).

The benefits of promoting diversity and inclusion in the workplace today are widely recognized (Shi et al., 2022). Hiring organizations that prioritize diversity and inclusion not only find it easier to attract top talent and gain access to a larger talent pool, but diverse teams are known to be more innovative, assertive, motivated, and productive.

Experience is one of the factors that influences a person's performance in carrying out tasks to achieve organizational goals (Freyn et al., 2021). An employee's work experience in a government or organization will affect the performance of the government or organization (Shi et al., 2022). With a lot of experience, the possibility of realizing good achievements or performance is quite convincing and vice versa if they are not experienced enough in carrying out their duties, there is a high possibility of failure (Arifin & Rachman Putra, 2020). Armed with the knowledge and desire to improve the workplace environment for all employees, many organizations have invested heavily in D&I initiatives, but this does not mean that these schemes are always on target (Shi et al., 2022).

Experience is one of the factors that influences a person's performance in carrying out tasks to achieve organizational goals (Basyit et al., 2020). HR work experience will affect the performance of the organization (Samsul Arifin & Didit Darmawan, 2022).

Employees with diverse work experiences are also more likely to respect and value different perspectives in the workplace, simply because they have been exposed to more throughout their lives and learned how to tolerate and accept differences (Darmawan & Mardikaningsih, 2021). Additionally, recruiting employees with diverse life experiences means nurturing the next generation of successful leaders (Sofian, 2019).

The results of research related to the role of work experience on HR performance still leave controversy, including the controversy over the results of research on variations in experience significantly affecting job performance (Kemboi et al., 2013) these results are

supported by research results showing that work experience has a positive and significant effect on employee performance (Basyit et al., 2020). However, these results contradict the results of research showing that work experience does not have a significant effect on HR performance (Darmawan & Mardikaningsih, 2021). So that there is still a very interesting field of research to be studied. To bridge this gap, we propose work professionalism as a mediating variable that is expected to be able to mediate the role of work experience on HR performance.

In the world of work, being a professional is not easy. Expertise and knowledge alone are not enough to help create professionalism in the scope of work. and make work results more satisfying (Atika & Mafra, 2020). Being a professional in his work means that an employee can position himself as someone who understands the responsibilities of his work both individually, as a team/group and is able to achieve the goals of an agency/company (Kurniawan et al., 2022). Tight competition requires employees to be professional (Atika & Mafra, 2020).

Polri Professionalism is a commitment and capability of the Indonesian National Police (Polri) institution in carrying out its duties and functions competently, with integrity, and in accordance with applicable ethical and legal standards. This professionalism not only includes technical capabilities in maintaining public security and order (kamtibmas), but also reflects a dedication to serving the community with transparency, accountability, and responsiveness to social dynamics and global challenges.

Through the "Predictive, Responsible, and Fair Transparency" (PRESISI) program, the Indonesian National Police strives to improve the competence of human resources, strengthen adaptive organizational culture, and utilize modern technology to provide quality services to the community. This is the strategic foundation of the Indonesian National Police in supporting security, order, and national integration in a sustainable manner.

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 variations in experience, police professionalism and HR performance.

3. Results and Discussion

3.1. Outer Model Results (Measurement Model)

A. Convergent Validity Test

According to Abdillah and Hartono, (2014) the convergent validity of the outer model can be seen if the loading factor figure is > 0.70 , meaning that the indicator is declared valid in measuring the magnitude of the correlation between the construct and the latent variable. In Hair et al (2021), the evaluation of the reflective measurement model consists of a loading factor > 0.70 , composite reliability > 0.70 , and Cronbach's alpha > 0.70 .

Table Reflective Measurements

Variables	Measurement Items	Indicator	Outer Loading	T-statistic	Sign Off	Information
Work experience	1 p.m.	Length of Time or Period of Work	0.815	28.102	0.70	Valid
	pk 2	Skills possessed	0.835	34,576		
	pk 3	Mastery of the job	0.827	32,519		
Professionalism of police personnel	Pp 1	dedication to the profession	0.768	22,376	0.70	Valid
	Pp 2	social obligation	0.770	25,551		
	Pp 3	independence	0.744	18,819		
	Pp 4	belief in profession	0.797	27,759		
	Pp 5	relationships with fellow professions	0.787	24,447		
Personnel Performance	Ksdm 1	Quality of work results	0.824	32,909	0.70	Valid
	Ksdm 2	Quantity of work results	0.803	29,083		
	Ksdm 3	punctuality	0.783	24.025		

Source: Processed primary data, 2025

Table Discriminant Validity Test

Variables	Avarange Variance Extracted (AVE)	Sign off
Work experience	0.682	0.50
Professionalism of police personnel	0.598	0.50
Personnel Performance	0.646	0.50

Source: Processed primary data, 2025

Table Composite Reliability Test

Variables	Composite Reliability	Sign off	Conclusion
Work experience	0.865	0.70	Reliable
Professionalism of police personnel	0.882	0.70	Reliable
Personnel Performance	0.845	0.70	Reliable

Work Experience Variable measured using three reflective measurement items, namely length of time or work period (Pk1), skills possessed (Pk2), and mastery of work (Pk3). All of these measurement items show high outer loading values, namely 0.815, 0.835, and 0.827, which means that all indicators are valid and provide a strong contribution in explaining the Work Experience construct.

The reliability test shows that this variable is reliable with a Composite Reliability value of 0.865, exceeding the minimum threshold of 0.70. In addition, the Average Variance

Extracted (AVE) value of 0.682 is also higher than the minimum limit of 0.50, indicating that this variable meets the convergent validity criteria. Thus, approximately 68.2% of the variance of these indicators can be explained by the Work Experience construct.

Of the three indicators, the skills possessed (Pk2) have the highest outer loading value, which is 0.835. This shows that personnel skills are the most dominant aspect in shaping perceptions about work experience. Therefore, increasing competence and technical expertise is an important element that needs to be focused on in efforts to improve the performance of police personnel.

Professionalism variable of police personnel measured by five items, namely devotion to the profession (Pp1), social obligations (Pp2), independence (Pp3), belief in the profession (Pp4), and relationships with fellow professions (Pp5). All items show good validity with outer loading ranging from 0.744 to 0.797.

The Composite Reliability value of 0.882 indicates that this instrument is reliable, while the AVE value of 0.598 also indicates that the convergent validity requirements have been met. This means that 59.8% of the variance of the indicators can be explained by the Professionalism construct.

The indicator with the greatest contribution to professionalism is belief in the profession (Pp4), with an outer loading of 0.797. This indicates that a strong belief in professional values is an important foundation in shaping the professionalism of police personnel.

Personnel Performance Variables measured by three indicators, namely the quality of work results (Ksdm1), quantity of work results (Ksdm2), and timeliness (Ksdm3). These three indicators show high validity with outer loading values of 0.824, 0.803, and 0.783, respectively.

The Composite Reliability test result of 0.845 indicates that this variable is reliable, while the AVE of 0.646 indicates that personnel performance has good convergent validity. As much as 64.6% of the variance in measurement items can be explained by this construct.

The indicator of work quality results (Ksdm1) has the highest outer loading value, which is 0.824, indicating that work quality is the main aspect in assessing the performance of police personnel. Therefore, efforts to improve work quality must be the main focus in developing police human resources.

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 Work

Experience, Police Personnel Professionalism and Personnel Performance. Based on the test results, the following results were obtained:

Table 4.8 Path Coefficients Results

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Work Experience - > Personnel Performance	0.444	0.442	0.071	6.261	0.000	Significant positive
H2 Work experience - > Professionalism of police personnel	0.798	0.795	0.035	22,564	0.000	Significant positive
H3 Professionalism of police personnel -> Personnel Performance	0.398	0.398	0.069	5,753	0.000	Significant positive

Source: Processed primary data, 2025

H1: Based on the table presented, the effect of Work Experience on Personnel Performance in Polres Kuningan personnel shows an original sample value of 0.444 with a P-value of 0.000. Because the P-value is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that Work Experience has a positive and significant effect on Personnel Performance. This shows that the higher the level of work experience possessed by personnel, the better the performance shown in carrying out police duties. Thus, improving and managing effective work experience can be an important strategy in supporting the achievement of optimal performance in the Polres Kuningan environment.

H2: Based on the results of the analysis, the effect of work experience on the professionalism of police personnel shows an original sample value of 0.798 with a P-value of 0.000. Because the P-value is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that work experience has a positive and significant effect on the professionalism of police personnel. This means that extensive and diverse work experience makes a major contribution to the formation of a professional attitude in carrying out tasks. Personnel who have more experience tend to show a more ethical, responsible, and competent work attitude in carrying out police functions.

H3: Based on the available table, the influence of Police Personnel Professionalism on Personnel Performance shows an original sample value of 0.398 with a P-value of 0.000. Because the P-value is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that Police Personnel Professionalism has a positive and significant effect on Personnel Performance. This indicates that the higher the level of professionalism possessed by personnel, the better the performance achieved. Professionalism is an important factor in supporting the effectiveness and efficiency of police duties, which ultimately has a positive impact on achieving targets and services to the community.

3.2. Discussion

The Influence of Work Experience on Personnel Performance

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, the Work Experience variable is proven to have a positive and significant influence on Police Personnel Performance. The original sample value is 0.444, the T-statistic is 6.261 which is greater than the T-table of 1.982, and the P-value is 0.000 which is far below the significance limit of 0.05, indicating that the relationship between Work Experience and Personnel Performance is statistically significant.

The work experience referred to in this study includes various aspects related to learning and development experienced by personnel during their duties, such as training, experience in dealing with various field situations, and involvement in challenging tasks. Good work experience allows personnel to better understand the challenges faced in carrying out police duties, as well as hone their skills and knowledge. This contributes to improving personnel performance, because experienced personnel tend to be better prepared to face the tasks given with higher efficiency and better results.

With rich work experience, personnel can identify new ways to solve problems and make faster and more accurate decisions in urgent situations. In addition, broader work experience also strengthens the ability of personnel to adapt to changes and challenges in daily police duties, both in the field and in law enforcement.

This result is in line with previous research by Raharjo & Santosa (2020), which stated that adequate work experience can improve personnel's ability to complete more complex tasks and lead to improved organizational performance. Therefore, it is very important for police institutions to continue to provide training and opportunities for personnel to expand their work experience. Thus, the positive influence of Work Experience on Personnel Performance can be maximized, which will ultimately contribute to improving the quality of public services and the effectiveness of law enforcement.

The Influence of Work Experience on the Professionalism of Police Personnel

Based on the results of the analysis using the Partial Least Square (PLS) method, work experience has a positive and significant influence on the Professionalism of Police Personnel. This can be proven by the original sample value of 0.798, the T-statistic of 22,564 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. Therefore, it can be concluded that good work experience will increase the Professionalism of police personnel.

Work experience in this study includes training, learning through direct experience, and the process of adapting to changes in the police organization. With more and more diverse experience, personnel will be more skilled in dealing with various situations in the field. The

professionalism of police personnel, which includes competence, integrity, and ethics in carrying out tasks, will increase along with the increasing work experience they have.

This indicates that the development of professionalism in the police does not only depend on formal education, but is also greatly influenced by continuous work experience. Work experience allows personnel to understand the challenges and dynamics that occur in police duties, as well as improve their ability to provide better services to the community and in carrying out law enforcement duties.

This finding also supports the argument that work experience is a major means of enhancing personnel's practical knowledge and technical skills. Thus, strengthening job structures that provide opportunities for growth through experience, such as job rotation, ongoing training, and assignments in various fields, will strengthen the professionalism of police personnel.

In line with research conducted by Purnomo & Rahayu (2020), which found that work experience plays an important role in improving the quality of professionalism in the police sector, these results show the importance of managerial policies and strategies that support work experience to improve the quality of service and performance effectiveness in the police.

The Influence of Police Personnel Professionalism on Personnel Performance

Based on the results of the analysis using the Partial Least Square (PLS) method, the Professionalism of police personnel has a positive and significant influence on the Performance of Kuningan Police Personnel. This can be proven by the original sample value of 0.398, the T-statistic of 5.753 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. Therefore, it can be concluded that high Professionalism of police personnel will improve Personnel Performance among police personnel.

Professionalism referred to in this study includes technical competence, interpersonal skills, and work ethics and attitudes that are in accordance with police standards. Personnel who have a high level of professionalism tend to have a stronger motivation to provide the best service, maintain integrity, and act responsibly in carrying out their duties. In the context of the police, professionalism also includes compliance with applicable operational procedures and standards, which can affect the quality of their work in various aspects, from law enforcement to community service.

These findings indicate that professionalism plays an important role in improving the performance of police personnel, especially in terms of consistency, accuracy, and speed of action. High professionalism creates a sense of confidence and self-confidence in personnel, which in turn allows them to face challenges better and make more appropriate decisions in complex situations. Therefore, the police need to continue to provide training, skills

development, and ensure that personnel always maintain professional standards in all their actions.

This result is in line with previous research by Suryani & Gunawan (2021), which stated that personnel professionalism has a positive relationship with improving the quality of performance in the organization. Therefore, it is important for the Kuningan Police to continue to encourage the development of personnel professionalism through relevant training programs and monitoring the implementation of the code of ethics in every operational activity.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: **Work experience** proven to have a positive and significant influence on the performance of police personnel. This shows that good work experience and improvements in organizational structure, division of tasks, and more efficient work arrangement can improve the ability of personnel to face challenges and carry out tasks better. **Work experience** has a positive and significant effect on the professionalism of police personnel. This is proven that better work experience can improve the competence, skills, and work ethics of police personnel, which ultimately improves their professionalism in carrying out police duties. With higher professionalism, personnel become more skilled, responsive, and responsible in carrying out their duties. **Professionalism of police personnel** has a positive and significant influence on personnel performance. This finding indicates that with increasing personnel professionalism, they will be able to carry out tasks more efficiently and effectively, resulting in better performance. High professionalism affects the quality of service and decisions taken by personnel in various situations faced.

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