

## Improving Police Performance Through Training with Cross-Functional Coordination as a Mediation Variable

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**Abstract.** *This study aims to analyze the effect of training on the performance of Cirebon Police personnel with cross-functional coordination as a mediating variable. The background of this research is the importance of capacity building and collaboration between units within the police to answer increasingly complex and dynamic operational challenges. This study uses a quantitative approach with an explanatory research method. The sample used was 201 personnel taken by census. Data was collected through questionnaires and analyzed using the Partial Least Square (PLS) approach through SmartPLS software. The results of the study showed that training had a positive and significant effect on cross-functional coordination and personnel performance. In addition, cross-functional coordination also has a positive and significant effect on personnel performance and mediates the relationship between training and performance. The R-square value indicates that the variables in the model have a strong descriptive power on personnel performance. Quality training not only improves technical skills but also forms collaborative work behaviors between units, which ultimately impacts the increase in the effectiveness and work efficiency of police personnel. The managerial implication of this study is the need for police institutions to continuously conduct training based on operational needs and encourage the strengthening of cross-functional coordination as a strategy to improve personnel performance in carrying out service duties, protection, and law enforcement optimally.*

**Keywords:** *Cross-Functional Coordination; Cirebon Police; Training; Personnel Performance; PLS.*

### 1. Introduction

Law Number 2 of 2002 concerning the Indonesian National Police outlines the role of the police as law enforcement officers who directly interact with the community, dealing with various phenomena. The law explains the function of the police as part of the state

government in maintaining public order and security, enforcing the law, providing protection, patronage, and service to the community. Article 4 of the law emphasizes that the purpose of the police is to create domestic security, involving the maintenance of public order, law enforcement, protection, patronage, and service to the community, while upholding human rights.

Article 13 of the Law stipulates the main duties of the police, which include maintaining public order and security, law enforcement, and providing protection, care, and service to the community. Carrying out these duties is considered a major challenge for every member of the police, especially with the currents of globalization, democracy, free markets, technological advances, and demands for human rights.

The main requirement to achieve competitiveness and independence in the ranks of the Indonesian National Police is improving the performance of police members (Arif, 2021). The implementation of the performance of Polri members is based on a performance management system regulated by Article 5 of the Regulation of the Indonesian National Police Number 2 of 2018 concerning the performance assessment of members of the Indonesian National Police. This performance management system includes the stages of performance planning, performance monitoring, implementation of performance assessments, and performance evaluation.

The demands on the Indonesian National Police from the Indonesian people are increasing, who expect the implementation of the duties and functions of the police as maintainers of public security and order, law enforcers, protectors, guardians, and public servants to be carried out professionally, transparently, responsively, and accountably. In response to public expectations, the National Police has made various efforts to improve, organize, strengthen, and reform to become a professional police institution that is trusted by the public (Agustina et al., 2023).

The effort involves setting targets in the arrangement and change. In the period 2005-2009, Polri focused on building public trust (trust building). In the period 2010-2014, Polri attempted to build partnerships (partnership building). Meanwhile, in the period 2015-2025, Polri has a target to achieve excellence (strive for excellence).

In this context, the Indonesian National Police as the institution responsible for domestic security needs to prepare its personnel to anticipate dynamic developments. Changes in the attitudes and behavior of Indonesian National Police members are key to responding to demands for a democratic, transparent, accountable police force that prioritizes the supremacy of law and human rights (Gaussyah, 2012).

Personnel performance is a key aspect in the success of an organization, including the police institution, which has a heavy duty in maintaining public order and security. In carrying out their duties, police personnel are often faced with challenges that require effective cross-functional coordination, both within the organization and with external parties. Cross-

functional coordination is important because of the complexity of tasks involving various work units with different responsibilities and specializations. The effectiveness of this coordination is highly dependent on the professional competence and adequate readiness of personnel.

Training has long been recognized as one of the main efforts to improve professional competence. Structured training with the latest approach not only improves knowledge and skills, but also builds the ability to collaborate across functions. The professional competence resulting from this training allows police personnel to carry out their duties more effectively, including in solving complex and dynamic problems in the field. Previous research shows that training contributes significantly to improving personnel competence and performance, especially in dealing with situations that require synergy between various functions in the organization.

## 2. Research Methods

This chapter describes the direction and method of conducting research, including the type of research, data sources, data collection methods, population and samples, variables and indicators, and analysis techniques. This research was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory that is used as a basis. In relation to the above, the type of research used is "Explanatory research" or research that is explanatory in nature, meaning that this research emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between variables (Singarimbun, 1982).

## 3. Results and Discussion

### 3.1. Outer Model Results (Measurement Model)

#### 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 Measurement*

Variables	Measurement Items	Indicator	Outer Loading	T-statistic	Sign Off	Information
Police Training	PI 1	Interest in the methods used.	0.802	28,633	0.70	Valid
	PI 2	Harmonization with the sustainability of field activities.	0.804	29,590		
	PI 3	Adequate practice	0.816	32,648		

		room facilities.				
	PI 4	Time compliance with training participants.	0.815	31,578		
Cross-Functional Coordination	Class 1	Relationship with other units.	0.882	34,369	0.70	Valid
	Class 2	Building good communication with other sub-units.	0.868	47,626		
	Class 3	Helping each other (taawudz).	0.839	35,567		
Police personnel performance	Kpk 1	Leadership	0.744	22,771	0.70	Valid
	Kpk 2	Social Network	0.802	29,108		
	Kpk 3	Communication	0.761	25,078		
	Kpk 4	Emotional control	0.794	29,739		
	Kpk 5	Integrity	0.762	23,314		
	Kpk 6	Creativity	0.798	28,983		
	Kpk 7	Independence	0.736	22,430		
	Kpk 8	Administrative processing	0.774	25,954		

Source: Processed primary data, 2025

*Table 4.1 Discriminant Validity Test*

Variables	Avarange Variance Extracted (AVE)	Sign off
Police Training	0.655	0.50
Cross-Functional Coordination	0.711	0.50
Police personnel performance	0.596	0.50

Source: Processed primary data, 2025

*Table 4.2 Composite Reliability Test*

Variables	Composite Reliability	Sign off	Conclusion
Police Training	0.883	0.70	Reliable
Cross-Functional Coordination	0.881	0.70	Reliable
Police personnel performance	0.922	0.70	Reliable

Source: Processed primary data, 2025

**Police Training Variables** measured by 4 (four) valid measurement items with outer loading values ranging from 0.802 - 0.816. The range of values indicates that the four measurement items have a good and valid contribution in reflecting the Police Training variable. The level of reliability of this variable is acceptable, as indicated by the Composite Reliability value of 0.883, greater than the minimum limit of 0.70, so this variable is reliable.

In addition, the level of convergent validity measured using Average Variance Extracted (AVE) shows a value of 0.655, greater than 0.50. This means that convergent validity has been met well. Overall, the variation of measurement items contained by the variable reaches 65.5%, which indicates that most of the variance of the indicator can be explained by this variable.

Among the four measurement items, PI 3 (Adequate practice room facilities) has the highest outer loading value of 0.816, followed by PI 4 (Suitability of time with training participants) with a value of 0.815. The high outer loading values on these two items indicate that the

availability of adequate facilities and the suitability of the training implementation time are very influential in reflecting the implementation of Police Training at Polres Cirebon.

Therefore, PI 3 and PI 4 are measurement items that need to be maintained because they have shown very good performance. While other items such as PI 1 (Interest in the method used) and PI 2 (Harmonization with the sustainability of field activities) although valid, still need to be improved to further optimize the training, especially in terms of adjusting the training method to the needs of participants and strengthening the sustainability of field activities.

With these results, it can be concluded that the implementation of training at the Cirebon Police has been running quite well in terms of facilities and time management, but further improvements are needed in terms of training methods and harmonization of activities to support police performance as a whole.

**Cross-Functional Coordination Variables** measured through 3 (three) valid measurement items with outer loading values ranging from 0.839 - 0.882, which means that all items are valid in representing the measurement of this variable. The level of reliability of the variable is very good with a Composite Reliability value of 0.881 ( $> 0.70$ ), so it is declared reliable.

Convergent validity has also been met with an AVE value of 0.711 ( $> 0.50$ ), indicating that this construct has good convergent validity. Overall, the variation of measurement items contained in this variable reaches 71.1%.

Among the three measurement items, Class 1 (Relationship with other units) has the highest outer loading value of 0.882, followed by Class 2 (Building good communication with other sub-units) of 0.868. This shows that cross-unit relationships and communication are the main strengths in cross-functional coordination at the Cirebon Police.

Thus, measurement items of Klf 1 and Klf 2 need to be maintained and strengthened. While item Klf 3 (Helping each other/taawudz) is also good, but its consistency needs to be maintained to strengthen the culture of helping each other in the work environment.

**Police personnel performance variables** measured by 8 (eight) valid measurement items with outer loading values ranging from 0.736 - 0.802, indicating that all valid items reflect the measurement of police personnel performance. This variable also shows a very high level of reliability, indicated by the Composite Reliability of 0.922 ( $> 0.70$ ), which means it is very reliable.

Convergent validity is indicated by the AVE value of 0.596 ( $> 0.50$ ), which means that this construct meets the requirements of convergent validity. Overall, the variation of measurement items contained in this variable reaches 59.6%.

Among the eight measurement items, Kpk 2 (Social Network) has the highest outer loading value of 0.802, followed by Kpk 4 (Emotional Control) of 0.794. This shows that social networks

and emotional control abilities of personnel are important aspects in supporting their performance at the Cirebon Police.

Therefore, measurement items Kpk 2 and Kpk 4 need to be maintained and further developed. Meanwhile, other items such as Kpk 7 (Independence) and Kpk 1 (Leadership) which have relatively lower outer loading values still need to be improved through continuous training and coaching so that personnel performance is increasingly optimal.

### Inner Model Results

*Table 4.3 Path Coefficients Results*

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Police Training -> Cross-Functional Coordination	0.812	0.810	0.029	28,119	0.000	Significant positive
H2 Police Training -> Personnel performance	0.478	0.479	0.044	10,764	0.000	Significant positive
H3 Cross-Functional Coordination -> Personnel Performance	0.472	0.471	0.045	10,420	0.000	Significant positive

Source: Processed primary data, 2025

H1: From the table above, the Original Sample value for the relationship between Police Training and Cross-Functional Coordination is 0.812, which indicates a very strong positive relationship between the two variables. The P-value of 0.000 indicates that this relationship is significant, because  $0.000 < 0.05$ . Thus, it can be concluded that Police Training has a very positive and significant influence on Cross-Functional Coordination. This means that the better the training received by police members, the greater the cross-functional coordination at the Cirebon Police. Effective training can strengthen collaboration and cooperation between existing functions, which greatly supports operations in the field.

H2: For the relationship between Police Training and Personnel Performance, the Original Sample value obtained is 0.478. This value indicates a positive influence between the two



variables, although not as large as the influence between Police Training and Cross-Functional Coordination. The very small P-value (0.000) indicates that this relationship is also significant. Therefore, it can be concluded that Police Training has a positive and significant influence on Personnel Performance at the Cirebon Police. This means that the training provided to police personnel improves their abilities and performance in carrying out daily tasks. Quality training has a direct impact on improving the performance of individual personnel in the field.

H3: In the relationship between Cross-Functional Coordination and Personnel Performance, the Original Sample value is 0.472. This indicates a significant positive influence although slightly lower than the influence of Police Training on Personnel Performance. The P-value of 0.000 also indicates that this relationship is significant. Based on these results, it can be concluded that Cross-Functional Coordination has a positive effect on Personnel Performance. This means that if coordination between functions in the Cirebon Police runs well, it will contribute to improving personnel performance. Effective coordination allows personnel to work more efficiently and harmoniously, which in turn increases their productivity in carrying out their duties.

### 3.2. Discussion

#### The Influence of Police Training on Member Performance

Based on the analysis results, the Police Training variable has a positive and significant influence on Cross-Functional Coordination with a sample estimate value of 0.812. This shows that the better the training given to police personnel, the better the coordination between police units at the Cirebon Police. Effective police training includes improving communication skills, understanding of cross-functional tasks, and skills in working together between units. Therefore, quality training plays an important role in improving synergy between sections in the police.

The subsample mean value of 0.810, which is very close to the sample estimate, shows that the results are consistent. The standard deviation of 0.029 shows that the variation between the data is quite small, indicating that most respondents gave similar responses regarding the relationship between police training and cross-functional coordination. The t-statistic of 28.119 far exceeds the t-table value (1.972), indicating that this relationship is highly significant. The p-value of 0.000, which is much smaller than 0.05, confirms that the effect of Police Training on Cross-Functional Coordination is significant.

Research by Harahap (2024) also supports this finding, showing that police training can improve coordination between units in the police force. By improving members' skills in communicating and collaborating, better coordination will be established between different units, which in turn improves the performance of the police organization.

### **The Influence of Cross-Functional Coordination on Member Performance**

Police Training also has a positive and significant effect on Police Personnel Performance with a sample estimate value of 0.478. This shows that the more effective the training received by police personnel, the higher the performance shown in carrying out daily tasks. Training that is tailored to field needs, adequate facilities, and the right time for participants will have a major impact on the quality of personnel performance at the Cirebon Police.

The average value of the subsample of 0.479 indicates consistency with the sample estimate, while the standard deviation of 0.044 indicates that this result has a small distribution level, indicating that most respondents agree that training has an effect on performance. The t-statistic of 10.764, which is greater than the t-table value (1.972), and the p-value of 0.000, support the hypothesis that police training has a significant effect on personnel performance. Therefore, the hypothesis that police training can improve the performance of police personnel is accepted.

Research by Rahayu and Dimas (2023) also stated that effective training can improve the skills and knowledge of police personnel, which has an impact on improving their performance in field duties. The results of this study are in line with the findings at the Cirebon Police, which show the importance of training in encouraging better performance from police personnel.

### **The Influence of Police Personnel Performance on Member Performance**

Cross-Functional Coordination also has a positive and significant effect on Police Personnel Performance with a sample estimate value of 0.472. This shows that the better the coordination between various units in the police, the higher the performance demonstrated by the personnel. Effective cross-functional coordination allows personnel to work together better, support each other, and share information with other units in the police organization, which in turn contributes to improving their performance in the field.

The average subsample value of 0.471 which is close to the sample estimate and the standard deviation of 0.045 shows that the results are quite consistent among respondents. The t-statistic of 10.420 which is much larger than the t-table value (1.972) indicates that the relationship between cross-functional coordination and personnel performance is very significant. The p-value of 0.000 is smaller than 0.05, which supports that the effect of cross-functional coordination on personnel performance is significant.

This finding is also supported by research conducted by Nugroho (2022), which states that good coordination between units in the police can improve collaboration and work effectiveness. By improving cross-functional coordination, personnel can complete tasks more efficiently, adapt quickly to changing situations in the field, and ultimately improve their performance.



#### 4. Conclusion

**Police Training** has a positive and significant effect on Cross-Functional Coordination. This shows that the better the training given to police personnel, the better the coordination between units in the Cirebon Police. Effective training, such as improving communication skills and understanding of cross-functional tasks, can strengthen relationships between units and increase more efficient cooperation within the organization. **Police Training** has a positive and significant effect on Police Personnel Performance. The more effective the training received by police personnel, the higher the performance shown in carrying out daily tasks. Quality training has a direct influence on improving personnel capabilities, which has an impact on the quality of their performance in carrying out tasks in the field. **Cross-Functional Coordination** has a positive and significant effect on Police Personnel Performance. Increased coordination between units in the police contributes to improved personnel performance. Good cooperation between units facilitates the flow of information, accelerates decision making, and increases effectiveness in carrying out police duties.

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