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The Influence of Emotional Intelligence and Organizational Support on Personnel Performance Mediated by Work Motivation at the Security Intelligence Directorate of the South Sulawesi Regional Police

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ABSTRACT

This study aims to examine and analyze the influence of emotional intelligence and organizational support on personnel performance through work motivation as a mediating variable at the Directorate of Security Intelligence of the South Sulawesi Regional Police. This study uses a quantitative approach with a survey method. The study population consisted of 327 personnel, with a sample of 77 personnel determined using the Slovin formula at a 10% error rate. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS 4. The results showed that emotional intelligence and organizational support had a positive and significant effect on work motivation. Emotional intelligence, organizational support, and work motivation had a positive and significant effect on personnel performance. In addition, work motivation was able to positively and significantly mediate the effect of emotional intelligence on personnel performance and the effect of organizational support on personnel performance. Work motivation acted as a complementary partial mediator in both relationships because the direct and indirect effects were both significant and had a positive direction. These findings indicate that increasing emotional intelligence, strengthening organizational support, and maintaining work motivation are important aspects in supporting improved personnel performance.

INTRODUCTION

Technological developments, the dynamics of the security environment, and the increasing complexity of public organizational tasks require police institutions to have human resources capable of demonstrating optimal performance. Personnel performance is a crucial factor in supporting the success of the police organization in carrying out its functions of service, protection, security, and maintaining public security and order. This condition is increasingly relevant to the Directorate of Security Intelligence (Ditintelkam) of the South Sulawesi Regional Police because this work unit has a strategic function in managing

intelligence information that supports the early detection process and decision-making regarding various potential security disturbances. Therefore, personnel are required not only to have technical skills, but also psychological and social abilities that can support the implementation of duties in dynamic and stressful situations.

Individual performance in an organization is influenced by various factors originating from both the individual and the organizational environment. Priansa (2018) explains that employee performance is influenced by ability and motivation, while Armstrong and Taylor (2020) position ability, motivation, and opportunity as interacting elements in determining performance. Colquitt et al. (2019) further group performance determinants into individual, psychological, and situational factors. In this study, emotional intelligence is positioned as an individual factor, organizational support as an organizational factor, and work motivation as a psychological mechanism that is thought to explain how these two factors contribute to improved personnel performance.

One important individual factor supporting successful task performance is emotional intelligence. Goleman (2020) defines emotional intelligence as an individual's ability to recognize, understand, manage, and utilize emotions, both within oneself and in relationships with others. This ability is highly relevant for intelligence personnel because carrying out tasks often exposes personnel to pressure, uncertainty, the need to build interpersonal relationships, and demands for quick and accurate decision-making. Several studies have shown that emotional intelligence is related to improved performance. Miao et al. (2017), for example, found a positive relationship between emotional intelligence and task performance and contextual performance, while Guntor et al. (2024) found that emotional intelligence positively impacted the performance of Indonesian National Police officers. Rizqul et al. (2022) also demonstrated a positive influence of emotional intelligence on the performance of police officers.

However, research findings on the relationship between emotional intelligence and performance are not entirely consistent. Darman et al. (2021) and Purba et al. (2023) found that emotional intelligence did not significantly influence employee performance. These differing findings indicate a research gap regarding the strength and consistency of emotional intelligence's influence on performance. Therefore, this relationship needs to be tested in different organizational contexts, particularly police institutions, which have work characteristics such as high pressure, risk, secrecy, and relatively strong demands for professionalism.

In addition to emotional intelligence, organizational support is also a factor that can determine personnel behavior and performance. Perceived organizational support describes employees' beliefs about the extent to which the organization values their contributions and cares about their well-being. This support can be manifested through leadership attention, recognition for contributions, career development opportunities, a conducive work environment, and the provision of facilities that support work. In the context of the South Sulawesi Regional Police's Directorate of Intelligence and Security, organizational support is

crucial because intelligence work takes place in an environment that demands secrecy, mental preparedness, and the ability to face risks that are not always openly appreciated. CHAPTER I

Empirically, Kurtessis et al. (2017) showed that perceived organizational support is positively related to various work consequences, including performance, organizational commitment, job satisfaction, and psychological well-being. Raudatusyifa et al. (2024) also found that organizational support has a positive and significant effect on employee performance, while Brata et al. (2023) showed that organizational support in the form of training, work equipment, organizational expectations, and teamwork contributed to improving the quality of service and performance of police officers. However, different results were found by Zainal et al. (2023), who showed that organizational support had no significant effect on employee performance. These inconsistent findings indicate the possibility that the influence of organizational support on performance is not always direct but may require specific psychological mechanisms.

In this study, work motivation is positioned as a mediating variable explaining the relationship between emotional intelligence and organizational support and employee performance. Robbins and Judge (2017) define motivation as a process that explains an individual's intensity, direction, and persistence in achieving goals. Employees with high work motivation tend to demonstrate stronger commitment, persistence in facing challenges, and a willingness to exert greater effort in carrying out tasks. Conversely, good emotional intelligence and organizational support do not necessarily result in optimal performance if they are not accompanied by adequate work motivation.

Several previous studies support the mediating role of work motivation. Wibowo and Ardansyah (2021) and Wahyudi (2022) demonstrated that work motivation can bridge the relationship between emotional intelligence and employee performance. Meanwhile, Jehanzeb and Mohanty (2018) and Al Banin, Eliyana, and Latifiyah (2020) demonstrated that organizational support can improve performance through work motivation. However, Zainal, Badaruddin, and Dwinanda (2023) found different results, stating that work motivation was unable to significantly mediate the relationship between organizational support and employee performance. These discrepancies further reinforce the need to reexamine the role of work motivation as a mediating mechanism in organizational environments with varying characteristics.

Theoretically, the relationship between variables in this study is explained through the Social Exchange Theory proposed by Homans and developed by Blau (1964). This theory explains that the relationship between individuals and organizations is based on the principle of reciprocity. When organizations provide attention, appreciation, and support, personnel will be encouraged to provide a positive response through increased motivation and work behaviors that support the achievement of organizational goals. In the context of this study, emotional intelligence also supports this process because individuals who are able to manage their emotions and build interpersonal relationships effectively tend to be more adaptive in responding to the work environment and maintain motivation to deliver optimal performance.

Empirical issues within the South Sulawesi Regional Police's Security Intelligence Directorate indicate that improving personnel performance remains a challenge. Based on the research, there are still indications of suboptimal task completion in a timely manner, inter-personnel coordination, and personnel's ability to cope with work pressure and dynamics. Furthermore, there are variations in the quality of performance among personnel, while some personnel still experience difficulties in managing stress, maintaining emotional stability, and maintaining consistent work morale. This condition is also accompanied by indications of suboptimal aspects of organizational support, such as operational facilities, competency development programs, and reward mechanisms, as well as low initiative and enthusiasm in carrying out certain tasks.

The novelty of this research lies in the integrated examination of emotional intelligence as an individual factor and organizational support as an organizational factor on personnel performance through work motivation as a mediating mechanism in the police intelligence environment. Most previous research on emotional intelligence, organizational support, work motivation, and performance was conducted in business organizations, educational institutions, and hospitals, while research specifically taking the context of police intelligence in Indonesia is still relatively limited. Thus, this research is expected to expand the application of Social Exchange Theory in the context of human resource management in the police sector while providing empirical evidence regarding the role of work motivation in bridging the influence of individual and organizational factors on personnel performance. CHAPTER I

Based on the description, this study aims to test and analyze the influence of emotional intelligence and organizational support on work motivation and personnel performance, the influence of work motivation on personnel performance, and the role of work motivation in mediating the influence of emotional intelligence and organizational support on personnel performance at the Directorate of Security Intelligence of the South Sulawesi Regional Police. These objectives cover seven relationships that have been formulated in the study.

RESEARCH METHODS

This study employed a quantitative approach with explanatory research. It aimed to examine the causal relationship between emotional intelligence, organizational support, work motivation, and personnel performance through hypothesis testing. Data collection was conducted using a survey method with a structured questionnaire. The study was conducted at the Security Intelligence Directorate of the South Sulawesi Regional Police from May to June 2026.

The study population comprised all 327 personnel from the South Sulawesi Regional Police's Security Intelligence Directorate. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in a sample size of 77 personnel. This margin of error was chosen based on time constraints, access to respondents, and the relatively homogeneous characteristics of the population.

The research data consists of primary and secondary data. Primary data was obtained directly from respondents through questionnaires, while secondary data was obtained from official documents of the South Sulawesi Regional Police Security Intelligence Directorate, internal reports, books, scientific journals, and other relevant publications. The research instrument was compiled based on indicators for each construct and measured using a Likert scale.

This study uses four constructs: emotional intelligence as the first exogenous variable, organizational support as the second exogenous variable, work motivation as the mediating variable, and personnel performance as the endogenous variable. Emotional intelligence is measured through self-awareness, self-regulation, empathy, and social skills according to Goleman (2020). Organizational support is measured through appreciation for employee contributions, attention to employee welfare, leadership support, provision of work facilities, and career development opportunities according to Rhoades and Eisenberger (2002). Work motivation is measured through work enthusiasm, work responsibility, work discipline, perseverance in work, and the desire to achieve work performance according to Robbins and Judge (2017). Meanwhile, personnel performance is measured through work quality, work quantity, timeliness, task implementation, and responsibility according to Mangkunegara (2017).

Data analysis was conducted through descriptive statistical analysis and Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS software. Descriptive analysis was used to describe the characteristics of respondents and the tendency of answers to each variable, while SEM-PLS was used to test direct and indirect relationships between latent variables. SEM-PLS was chosen because it can be used to analyze models involving several constructs simultaneously, does not require a strict normal data distribution, and is suitable for small to medium sample sizes.

The SEM-PLS model evaluation was conducted in two stages: the measurement model (outer model) and the structural model (inner model). The outer model evaluation included convergent validity through outer loading values ≥ 0.70 and Average Variance Extracted (AVE) ≥ 0.50, discriminant validity through the Fornell–Larcker criteria and Heterotrait–Monotrait Ratio (HTMT) < 0.90, and construct reliability through Cronbach's Alpha and Composite Reliability values ≥ 0.70.

The inner model was evaluated using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Furthermore, the hypothesis was tested using a bootstrapping procedure by examining the path coefficient, t-statistic, and p-value. The hypothesis was declared significant if the t-statistic was >1.96 and the p-value was <0.05 at the 5% significance level. The mediation effect was tested by examining the significance of the indirect effect of emotional intelligence and organizational support on personnel performance through work motivation.

RESULTS AND DISCUSSION

This study involved 77 personnel from the South Sulawesi Regional Police Security Intelligence Directorate. Respondents were predominantly male (58 people (75.32%), while 19 were female (24.68%). Based on age, the largest group was in the 36–45 year range (27 people (35.06%), followed by 23 people aged 26–35 years (29.87%). In terms of education, the majority of respondents had a high school education/equivalent (47 people (61.04%), while based on length of service, the largest group had more than 20 years of service (20 people (25.97%). These characteristics indicate that respondents have a fairly diverse age background and work experience in carrying out security intelligence duties.

Descriptive Analysis of Research Variables

The descriptive analysis results show that all research variables received high ratings from respondents. Emotional intelligence had an average score of 4.28, organizational support 4.44, work motivation 4.34, and personnel performance 4.40. Thus, all four variables were in the very high category.

Table 1. Results of descriptive analysis of research variables

Variables	Mean	Category
Emotional Intelligence	4.28	Very high
Organizational Support	4.44	Very high
Work motivation	4.34	Very high
Personnel Performance	4.40	Very high

Source: Processed primary data, 2026

In the emotional intelligence variable, the highest scores were for the ability to understand coworkers' feelings and concern for coworkers' difficulties, each at 4.44. Meanwhile, the lowest score was for the ability to recognize the influence of emotions on performance, at 3.99. These results indicate that empathy is the most prominent emotional ability, while awareness of the relationship between emotional states and performance can still be strengthened.

In terms of organizational support, the highest score was for the statement that the organization values personnel contributions at 4.66, while the lowest score was for opportunities to improve competence at 4.29. Although all aspects received very high ratings, opportunities for competency development remain an aspect that requires further attention.

Work motivation scored highest for responsibility towards tasks at 4.44, while the lowest score was for the drive to achieve better work results at 4.21. Meanwhile, for personnel performance, the highest score was for the ability to carry out tasks effectively at 4.61. This indicates that responsibility and effectiveness in carrying out tasks are relatively prominent aspects for personnel at the South Sulawesi Regional Police's Directorate of Intelligence and Security.

Evaluation of Measurement Model (Outer Model)

The measurement model was evaluated through convergent validity, discriminant validity, and construct reliability testing. Based on the original SmartPLS data, the outer loading values for emotional intelligence ranged from 0.612 to 0.768, organizational support from 0.673 to 0.820, work motivation from 0.677 to 0.830, and personnel performance from 0.709 to 0.755.

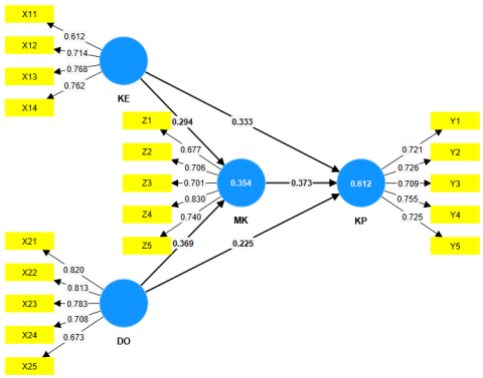

Figure 1. Outer loading test results

Source: Primary data processed with SmartPLS 4, 2026

Most indicators have outer loadings above 0.70. Three indicators are slightly below the ideal value: X11 at 0.612, X25 at 0.673, and Z1 at 0.677. These three indicators were retained because they still have acceptable construct representation capabilities, supported by AVE values and construct reliability that meet the criteria.

The AVE test results show that organizational support has a value of 0.580, emotional intelligence 0.514, personnel performance 0.529, and work motivation 0.537. All values are above 0.50, so each construct meets convergent validity.

Discriminant validity was also met because all HTMT values were below 0.90. The HTMT values ranged from 0.648 to 0.868, indicating that each construct had adequate differentiation from the other constructs.

The results of the reliability test showed that the composite reliability value of all constructs was above 0.70. Organizational support had a rho_c of 0.873, emotional intelligence 0.807, personnel performance 0.849, and work motivation 0.852. Although the Cronbach's Alpha for emotional intelligence of 0.692 was slightly below 0.70, the rho_a value of 0.711 and rho_c of 0.807 indicated that the constructs still had adequate reliability.

Structural Model Evaluation (Inner Model)

Collinearity testing yielded VIF values ranging from 1.548 to 1.790. All of these values were below 5.00, even below 3.30, indicating no collinearity issues between the predictor variables in the research model. CHAPTER IV

The R^2 value for personnel performance of 0.612 indicates that emotional intelligence, organizational support, and work motivation can explain 61.20% of the variation in personnel performance. Meanwhile, the R^2 value for work motivation of 0.354 indicates that emotional intelligence and organizational support can explain 35.40% of the variation in work motivation.

Table 2. R-square test results

Endogenous Variables	R-Square	R-Square Adjusted	Category
Personnel Performance	0.612	0.600	Moderate
Work motivation	0.354	0.340	Weak

Source: Primary data processed with SmartPLS 4, 2026

Based on the effect size (f^2), the effect of work motivation on personnel performance was the largest, at 0.232, and falls into the moderate category. The effect of emotional intelligence on personnel performance, at 0.167, also falls into the moderate category. Meanwhile, organizational support on personnel performance, at 0.073, organizational support on work motivation, at 0.134, and emotional intelligence on work motivation, at 0.085, fall into the small effect category.

The PLSpredict results show that all indicators obtained positive Q^2predict values, ranging from 0.047 to 0.327. Based on the RMSE comparison, the PLS-SEM model had lower prediction errors than the linear model for 9 of the 10 indicators. These results indicate that the model has adequate relevance and predictive ability.

Hypothesis Testing

Hypothesis testing was conducted using a bootstrapping procedure with criteria of t-statistics > 1.96 and p-values < 0.05. The test results indicated that all research hypotheses were accepted.

Table 3. Results of hypothesis testing

Hypothesis	Relationship between variables	Coefficient	T-Statistics	P-Values	Decision
H1	Emotional Intelligence → Work Motivation	0.294	2,377	0.017	Accepted
H2	Organizational Support → Work Motivation	0.369	3,438	0.001	Accepted
H3	Emotional Intelligence → Personnel Performance	0.333	2,830	0.005	Accepted
H4	Organizational Support → Personnel Performance	0.225	2,017	0.044	Accepted
H5	Work Motivation → Personnel Performance	0.373	3,428	0.001	Accepted
H6	Emotional Intelligence → Work Motivation → Personnel Performance	0.110	2,079	0.038	Accepted
H7	Organizational Support → Work Motivation → Personnel Performance	0.138	2,188	0.029	Accepted

Source: Primary data processed with SmartPLS 4, 2026

The Influence of Emotional Intelligence on Work Motivation

Emotional intelligence has a positive and significant effect on work motivation. A path coefficient of 0.294 indicates that the better employees' ability to recognize, understand, and control emotions, the higher their motivation in carrying out their tasks.

This finding can be explained by personnel's ability to maintain emotional stability when facing pressure. Personnel who can control their emotions are more likely to maintain enthusiasm, responsibility, discipline, and perseverance in their work. This is particularly relevant in the implementation of security intelligence tasks, which require preparedness to face uncertainty, secrecy, and operational pressure.

The results of this study align with Goleman's (2020) view that emotional intelligence helps individuals manage their emotions and build effective interpersonal relationships. These findings also support those of Wibowo and Ardansyah (2021) and Wahyudi (2022), who demonstrated that emotional intelligence is associated with increased motivation and performance through an individual's ability to maintain enthusiasm and resilience under pressure.

The Influence of Organizational Support on Work Motivation

Organizational support has a positive and significant effect on work motivation, with a coefficient of 0.369. These findings indicate that the higher the level of appreciation, attention, leadership support, work facilities, and development opportunities perceived by personnel, the higher their work motivation.

These results support Blau's (1964) Social Exchange Theory. Based on the principle of reciprocity, individuals who receive positive treatment from an organization tend to reciprocate through positive attitudes and behaviors. In this study, organizational support encouraged personnel to demonstrate greater enthusiasm, discipline, responsibility, and perseverance.

These findings are consistent with Kurtessis et al. (2017), who showed that perceived organizational support is associated with various positive work attitudes. These results also align with Jehanzeb and Mohanty (2018) and Al Banin et al. (2020), who identified work motivation as a key mechanism in the relationship between organizational support and work outcomes.

The Influence of Emotional Intelligence on Personnel Performance

Emotional intelligence has a positive and significant effect on personnel performance, with a coefficient of 0.333. The f^2 value of 0.167 indicates a medium effect size. Thus, personnel's ability to understand and manage emotions significantly contributes to improved performance.

Intelligence personnel who can maintain emotional stability will be better able to handle pressure, build coordination, mitigate conflict, and make objective decisions. These skills support the achievement of work quality, timeliness, task effectiveness, and job responsibility.

These results align with Miao et al. (2017), Guntor et al. (2024), and Rizqul et al. (2022), which showed a positive relationship between emotional intelligence and performance. However, these findings differ from Darman et al. (2021) and Purba et al. (2023), which found

no significant effect. These differences may be related to job characteristics and the organizational environment. In the context of police intelligence, emotional control skills are even more important because the work involves high levels of pressure, risk, and demands for professionalism.

The Influence of Organizational Support on Personnel Performance

Organizational support has a positive and significant effect on personnel performance with a coefficient of 0.225. Although the f^2 value of 0.073 indicates a small effect size, the influence remains statistically significant.

These findings indicate that employees who feel their contributions are valued, their well-being is taken care of, and who receive leadership support and adequate work facilities tend to perform their duties better. From a Social Exchange Theory perspective, organizational attention encourages employees to reciprocate through increased contributions and performance.

The results of this study align with those of Raudatusyifa et al. (2024) and Brata et al. (2023), who found that organizational support can improve performance. However, these results differ from those of Zainal et al. (2023), who found that organizational support had no significant effect on performance. This difference indicates that the work context can determine the strength or weakness of organizational support.

The Influence of Work Motivation on Personnel Performance

Work motivation has a positive and significant effect on personnel performance with a coefficient of 0.373. This relationship is the largest direct influence in the research model and has an f^2 value of 0.232, or a moderate effect category.

These findings indicate that enthusiasm, responsibility, discipline, perseverance, and a desire to achieve are important factors in supporting improved personnel performance. Highly motivated personnel tend to be more consistent in achieving targets, completing tasks on time, adhering to procedures, and taking responsibility for their work.

These results support Robbins and Judge (2017), who explained motivation through the intensity, direction, and persistence of an individual's efforts to achieve a goal. These findings also align with Armstrong and Taylor (2020), who asserted that individual abilities will not produce optimal performance without adequate work motivation.

The Role of Work Motivation in Mediating the Effect of Emotional Intelligence on Personnel Performance

Work motivation is able to positively and significantly mediate the influence of emotional intelligence on personnel performance with an indirect influence coefficient of 0.110, t-statistics of 2.079, and p-values of 0.038.

The direct effect of emotional intelligence on performance is also significant and positive. Therefore, work motivation acts as a complementary partial mediator. This means that emotional intelligence can improve performance directly and simultaneously through increased work motivation.

These findings demonstrate that the ability to control emotions isn't limited to individual psychological aspects; it also shapes the drive to act. Personnel who are able to maintain emotional stability tend to be more motivated to work with discipline, diligence, and responsibility. These findings align with Wibowo and Ardansyah (2021) and Wahyudi (2022), who demonstrated that work motivation can bridge the relationship between emotional intelligence and performance.

The Role of Work Motivation in Mediating the Effect of Organizational Support on Personnel Performance

Work motivation is also able to positively and significantly mediate the influence of organizational support on personnel performance with an indirect influence coefficient of 0.138, t-statistics of 2.188, and p-values of 0.029.

Because the direct effect of organizational support on performance is also significant and positive, work motivation acts as a complementary partial mediator. Thus, organizational support can improve performance through two channels: directly and indirectly through increased work motivation.

These results provide strong support for Social Exchange Theory. Employees who experience appreciation, attention, leadership support, work facilities, and development opportunities will develop positive perceptions of the organization. These perceptions increase motivation to perform better and ultimately improve performance.

This finding aligns with Jehanzeb and Mohanty (2018) and Al Banin et al. (2020), who found that work motivation can mediate the effect of organizational support on performance. However, this finding differs from Zainal et al. (2023), who found that work motivation did not mediate the relationship. The differences in results may be due to organizational characteristics, respondent profiles, forms of support, and work context.

Overall, the research results indicate that personnel performance is not only directly influenced by emotional intelligence and organizational support, but is also strengthened through work motivation. In the context of the South Sulawesi Regional Police Security Intelligence Directorate, the ability to manage emotions, organizational attention and support, and encouragement to work in a disciplined and responsible manner are complementary factors in supporting personnel performance achievement. These findings also indicate that work motivation is an important psychological mechanism linking individual and organizational factors to performance.

CONCLUSION AND SUGGESTIONS

The results of the study indicate that emotional intelligence and organizational support play an important role in improving work motivation and personnel performance at the Directorate of Security Intelligence of the South Sulawesi Regional Police. Emotional intelligence has a positive and significant effect on work motivation and personnel performance, indicating that personnel's ability to recognize, understand, and control emotions supports enthusiasm, discipline, perseverance, and effectiveness in carrying out tasks.

Organizational support also has a positive and significant effect on work motivation and personnel performance, so that leadership attention, appreciation for contributions, concern for welfare, work facilities, and development opportunities are important factors in encouraging positive work behavior.

Work motivation has been shown to have a positive and significant effect on employee performance and is a mechanism linking emotional intelligence and organizational support to performance. Work motivation can positively and significantly mediate the influence of emotional intelligence on employee performance and the influence of organizational support on employee performance. In both relationships, work motivation acts as a complementary partial mediator, as both direct and indirect influences are significant and positive. Therefore, improving employee performance depends not only on emotional intelligence and direct organizational support, but also on the ability of these two factors to foster strong work motivation.

The research findings imply that human resource management at the South Sulawesi Regional Police Security Intelligence Directorate needs to be integrated. Performance improvements can be directed through developing emotional intelligence, strengthening organizational support, and maintaining sustainable work motivation. Leaders need to ensure that personnel receive clear work objectives, feedback, objective rewards, attention to welfare, adequate operational facilities, and opportunities for competency and career development.

Practically, developing emotional intelligence can be achieved through training in emotional control, stress management, interpersonal communication, conflict resolution, empathy development, and strengthening psychological resilience. This is relevant to the characteristics of intelligence work, which requires composure, accurate decision-making, the ability to maintain confidentiality, and preparedness for uncertain situations. Furthermore, organizations need to strengthen operational facilities and education and training programs tailored to evolving security challenges, information technology, intelligence analysis techniques, communication, and work pressure management.

Even if employee motivation is excellent, organizations still need to maintain consistency through evaluating employee needs, providing appropriate work challenges, establishing clear career paths, and strengthening the relationship between achievement and rewards. Performance assessments also need to be conducted objectively and continuously, taking into account work quality, punctuality, discipline, responsibility, teamwork, and adherence to procedures. Evaluation results should be followed up through coaching, feedback, training, and rewards.

This study still has limitations because it was conducted in a single police unit with a limited sample size and used a quantitative approach. Therefore, further research can develop the model by incorporating other variables such as leadership, competence, organizational commitment, job engagement, job satisfaction, organizational culture, work environment, or psychological resilience. Future research can also be conducted in different police units, using a larger sample, comparing personnel characteristics, and considering a mixed-methods

approach to gain a deeper understanding of the factors influencing personnel motivation and performance.

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