

# **Analysis of Training and Work Performance on Career Development and Its Implications on Organizational Commitment and Job Satisfaction of Police Members of The HR Berau of Gorontalo Police: A Quantitative Analysis**

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## **ABSTRACT**

This quantitative study investigates the relationship between training, job performance, career development, organizational commitment, and job satisfaction among police officers in the HR Bureau of Gorontalo Regional Police. Data were collected through a survey from a sample of 157 officers and analyzed using SPSS version 26. Descriptive, correlation, regression, and mediation analyses were conducted to explore these relationships. The results showed significant positive correlations between training, performance, career development, organizational commitment, and job satisfaction. Regression analysis showed that both training and job performance significantly predicted career development, organizational commitment, and job satisfaction. Mediation analysis further demonstrated the mediating role of career development in explaining the relationship between training, job performance, organizational commitment, and job satisfaction. These findings underscore the importance of investing in training programs and developing career development pathways in police organizations to improve organizational outcomes and officer well-being.

**Keywords:** Training; Work performance; Career development; Organizational commitment; Job satisfaction

## **INTRODUCTION**

Human Resources (HR) has an important role in the development of the organization in the future. The success of achieving organizational goals is highly dependent on the ability of existing human resources or employees. HR is required to continue to develop capabilities proactively in the organization. The employees needed by the company today must be able to develop continuously, be able and willing to help the organization under any conditions. This will reciprocate the trust given by the organization to the employees with the improvement of their own abilities. Employee development is an important element in an organization's efforts to compete, meet the challenges of global competition, and social change. Organizations must manage HR well for survival and progress, so operational success is largely determined by the quality of employees. Utilization of quality human resources can improve organizational performance. Employees have a desire for their careers to develop, therefore career planning is needed both from an economic and social perspective. HR development must always be carried out so that the organization survives and succeeds in a changing environment. Career development programs are an important part of HR development, which if well planned will provide greater results than relying solely on opportunities or recruitment from outside. In addition, a lack of attention from management to career advancement can cause many employees to resign.

Career development, according to Handoko in (Bahagia & Sinaga, 2021), involves two main processes, namely how a person plans and implements their own career goals (career planning), and how institutions design and implement career

development programs (career management). The career development perspective can be seen from two points of view, namely the individual and the institution. Individual-centered career planning places more emphasis on personal career plans, while institution-centered focuses on work and identifying logical career paths for individuals within the organization. Career development also includes an individual's perception of the attitudes and behaviors associated with work experiences and activities throughout his or her life. The concept of career reflects the belief that an individual will continue to develop and improve in his or her chosen career, with aspirations to attain status and rewards commensurate with his or her capacity.

Career development problems often occur, either caused by individuals or organizations. Some employees may have worked in a company for a long period of time without seeing any development in their position or standing, while others may experience rapid career advancement. Various factors influence a person's career development within an organization, including training and job performance. Research shows that training has a positive effect on career development, showing that employees who attend training regularly have better career opportunities than those who do not. The provision of training is very important in organizations because in addition to utilizing the workforce, it also helps in advancing employees in carrying out their duties. Quality human resources are very important because they affect the success of the organization in achieving its goals. The quality of human resources, which includes physical and non-physical abilities, is the main requirement for the acceleration of organizational tasks and functions. Job performance, which is the result of a person's work in carrying out their duties, also plays an important role in career development. High work performance increases career development opportunities for employees. Therefore, career development needs to be considered for every employee, both for personal development and overall organizational progress.

The selected police organization is Gorontalo Regional Police as the subject of the study, and the observation results show that the career development of Police members, especially in the human resources division, has been carried out in accordance with the applicable stages. Career development has an important role in the future that depends on human resource management, with planned and sustainable career coaching every year. It is an integral part of human resource management that must be implemented in a formal and integrated manner. On the other hand, career development can increase organizational commitment and job satisfaction. High organizational commitment contributes to the achievement of organizational goals, while job satisfaction reflects a positive attitude towards work. This study aims to analyze training programs and job performance on career development, as well as its implications on organizational commitment and job satisfaction of police officers in the human resources division of Gorontalo Regional Police.

### **Literature Review**

Human resource management (HRM) according to Veithzal in (Harmen et al., 2019) is a branch of general management which includes planning, organizing, implementing, and controlling. The main objective is to increase the effectiveness of human resources in the organization to provide an effective work unit. (Hasibuan & Hasibuan, 2016) explains that HRM is the science and art of managing the workforce in order to help achieve the goals of the organization, employees, and society. HRM

focuses on managing human resources and achieving organizational goals. Sedarmayanti in (Sofie, 2018) suggests that HRM is the process of utilizing human resources effectively and efficiently through planning, mobilizing, and controlling. HRM functions include managerial, operational, and achieving organizational goals in an integrated manner. The human element is the main focus in HRM, which involves various activities such as job analysis, recruitment, selection, training, employee evaluation, and career development to achieve common goals.

### **1. Training**

According to various sources such as Rivai and Sagala in (Halim et al., 2019), (Kaswan, 2012), Dayona, Rinawati in (Gunawan, 2018), Sikula in (Muhlis, 2018), (Simamora, 2004), Widodo in (Fauzi, 2021), and (Halim et al., 2019), training is an activity that is very important for new and old employees. Training is a place for employees to acquire the knowledge, skills, and attitudes needed to carry out their duties and responsibilities. Training programs are structured for various purposes, such as improving performance, improving skills, preparing for promotions, and meeting personal growth needs. There are various training methods, including on the job training and off the job training. Effective training is process-oriented and aims to improve employees' abilities and skills. Evaluation of training outcomes is important to ensure its effectiveness. In conclusion, training is an important investment in human resource development, which affects organizational performance and progress.

### **2. Work Achievement**

Work achievement, according to various opinions such as those conveyed by Mangkunegara in (Leuhery, 2018), Hasibuan in (Mendrofa, 2019), Dharma in (Nasution & Rahayu, 2021), Samsuddin in (Nasution & Rahayu, 2021), Porter and Lawler in (Mranani & Supartini, 2020), and Siagian in (Leuhery, 2018), is the result of the quality and quantity of one's work in accordance with their responsibilities. Work achievement is the main determinant of individual success in work and in an organizational context. Aspects such as technical, conceptual, and interpersonal skills also influence work performance. To measure work performance, indicators such as service quality, communication, speed, ability, and initiative are often used. From these various definitions and measurements, it can be concluded that work performance is the result of a person's work, both in quality and quantity, which is a measure of success in carrying out tasks in accordance with their responsibilities.

### **3. Career Development**

Career development according to various sources, including Mondy in (Darmansyah & Adam, 2018), Stone in (Bahri & Nisa, 2017), (Mangkunegara & Prabu, 2017), Simamora in (Lasut et al., 2018), (Robbins, 2013), (Hasibuan & Hasibuan, 2016), Muhajir in (Handaru & Wolor, 2022), refers to a series of activities aimed at preparing individuals for advancement in planned career paths, both for new and experienced employees. These activities include education, training, transfer, and promotion. Career development also involves aspects such as fair treatment, direct supervisor care, information about promotion opportunities, interest in being promoted, and level of satisfaction. Career development assessment also includes these criteria to ensure the quality of employees is maintained and morale remains high in supporting the progress and sustainability of the organization.

### **4. Organizational Commitment**

Organizational commitment, according to Allen & Meyer in (Maharani & Vembriati, 2019), refers to a person's emotional ties to the organization, recognition of

the consequences of leaving the organization, and moral responsibility formed. The level of individual commitment to the organization is a crucial factor in determining the work results achieved. In fact, some organizations include commitment as a condition for holding a position. This view is in line with the thoughts of Robbins and Judge in (Handoko & Rambe, 2018), who define commitment as a person's support for the organization and its goals. High commitment encourages individuals to try their best to achieve organizational goals, while low commitment often results in suboptimal performance. Employee commitment to the organization requires a long process and is influenced by factors such as justice and job satisfaction, as well as the role of management in distributing benefits to employees. According to Soekidjan in (Widyanti et al., 2020), commitment includes the compatibility of individual behavior with the needs and goals of the organization, by prioritizing the organization's mission over personal interests. Various views from Luthans in (Simanjuntak, 2020) and Streers in (Latief et al., 2019) also emphasize the notion of commitment as an emotional attachment and desire to advance the organization. Indicators of organizational commitment according to Luthans in (Dwiyanti & Bagia, 2020) include affective commitment, continuous commitment, and normative commitment. In accordance with Allen and Meyer cited by (Suhartini, 2018), the measurement of organizational commitment consists of three indicators: affective commitment, continuous commitment, and normative commitment. Organizational commitment, in essence, reflects an individual's willingness to contribute and adhere to the values and goals of the organization, with the belief that their involvement is important to achieve mutual success.

## **5. Job Satisfaction**

Job satisfaction, according to Wexley and Yukl in (Bahri & Nisa, 2017), is a person's general attitude towards their job, including pleasant and unpleasant experiences at work and expectations for the future. A pleasant job provides satisfaction for the holder, while dissatisfaction arises when the job is unpleasant. This view is in line with Bangun in (Astuty & Zuniasih, 2018), who define job satisfaction as an assessment of work that is pleasant or not. According to (Luthans, 2011), job satisfaction is understood through three aspects: responses to work environment conditions, work outcomes, and worker attitudes. This concept is not only based on fixed acceptance, but also involves emotional aspects towards work, as mentioned by (Hasibuan & Hasibuan, 2016). In this complex context, job satisfaction or dissatisfaction is influenced by various elements, including the job itself, salary, promotion, supervision, and social interaction. The definition of job satisfaction according to Steve M. Jex in (Paparang et al., 2021), refers to a person's positive affection for their job, which is reflected in attitudes and behavior. This understanding is supported by Robbins & Judge in (Handaru & Wolor, 2022), who state that job satisfaction is related to positive feelings towards work. According to (Nursam, 2017), job satisfaction is the difference between the rewards received by workers and those expected. Hasibuan in (Bahagia & Sinaga, 2021) emphasized that job satisfaction is individual, reflecting feelings towards work and the work environment. Job satisfaction is also influenced by internal and external factors, such as intelligence, education, type of work, and work relationships. Rast & Tourani in (Sunanda, 2020) highlighted five indicators of job satisfaction, including satisfaction with the nature of work, salary, supervision, promotion opportunities, and relationships with coworkers. Based on this understanding, job satisfaction is an overall evaluation of an individual's response to

his or her job, which is reflected in various aspects of work and relationships with the organization and coworkers.

## **6. Previous Research and Hypotheses**

Previous research relevant to this research includes several studies. (Muhlis, 2018) examined the effect of training and motivators on employee career development by finding a strong and positive relationship between the two. (Upasuji et al., 2020) investigated the effect of work experience, training, and performance appraisal on career development, finding that all three factors had a positive and significant effect. (Sari et al., 2020) focused on the influence of motivation and job performance on career development, with the results showing a significant influence between each variable. In addition, (Sumadewi & Suwandana, 2017) found that work experience, work performance, education, and training together have an effect on career development. (Handoko & Rambe, 2018) examined the effect of career development and compensation on organizational commitment through job satisfaction, with the results showing a positive and significant influence between these variables. (Simanjuntak, 2020) found that job satisfaction and career development affect organizational commitment. Finally, (Handaru & Wolor, 2022) examined the effect of compensation and career development on employee job satisfaction, with the result that the two factors together have a significant effect. In the context of this study, previous research provides valuable insight into the factors that influence career development, job satisfaction, and organizational commitment.

Based on the literature review, this research illustrates the hypothesis as follows:

*H1: There is a positive relationship between training and work performance among police officers in the HR Biro of Gorontalo Police.*

*H2: Training positively influences career development opportunities for police officers in the HR Biro of Gorontalo Police.*

*H3: Work performance positively predicts career development opportunities for police officers in the HR Biro of Gorontalo Police.*

*H4: Career development positively affects organizational commitment among police officers in the HR Biro of Gorontalo Police.*

*H5: Career development positively influences job satisfaction among police officers in the HR Biro of Gorontalo Police.*

*H6: Organizational commitment positively predicts job satisfaction among police officers in the HR Biro of Gorontalo Police.*

## **METHOD**

### **1. Design and Sample**

This research was conducted at the Gorontalo Regional Police Office, Human Resources Division, with a 2-month implementation schedule from October to December 2022. The study population consists of police officers who are members of the Gorontalo Regional Police Human Resources Division. Given the number of police officers in the Human Resources Division is less than 100 people, the sampling method used is a census, where all police officers, totaling 57 people, are used as research respondents.

## 2. Definition Operational

**Table 1.** Operation Definition

Variabel	Definition	Assessment Indicators	Source
Training	Training is employee training that is followed to improve current and future job capabilities by adjusting job demands and changes in the work environment and knowledge and technology.	(1) Training Objectives, (2) Materials, (3) Methods used, (4) Participant Qualifications, (5) Trainer Qualifications	Willson dan Hikmah (2020)
Work Performance	Work achievement is the work performance of employees as a result of the quality and quantity of work achieved in carrying out their duties, in accordance with the responsibilities given to them.	(1) Quality of work, (2) Communication, (3) Promptness, (4) Capability, (5) Initiative.	Leuhery (2018)
Career development	Career development is employee career development as a formal process or effort to improve position, change status and increase employee capabilities in the organization for future career trips.	(1) Fair treatment in career, (2) Concern of immediate superiors, (3) Information about various promotion opportunities, (4) Interest in promotion, (5) Satisfaction level.	Sicilia dan Marzolina (2015)
Organizational Commitment	Organizational commitment is employees' dedication shown by their identification, active participation, belief in values/goals, and willingness to work for the organization's benefit.	(1) Affective commitment, (2) Continuance commitment, (3) Normative commitment.	Suhartini (2018)
Job satisfaction	Job satisfaction is employee job satisfaction, a form of evaluation that describes a person's response to what is felt from the organization, due to having done a job.	(1) Satisfaction with the nature of work, (2) Satisfaction with salary, (3) Satisfaction with supervision, (4) Satisfaction with promotion opportunities, (5) Satisfaction with relationships with coworkers.	Sunanda (2020)

Source: Results of data analysis (2024)

## 3. Data Collection

Data will be collected using a structured questionnaire administered to the selected sample of police officers. The questionnaire will comprise validated scales and items adapted from existing literature, covering key constructs including training experiences, work performance, career development opportunities, organizational commitment, and job satisfaction. Prior to distribution, the questionnaire will undergo rigorous pilot testing to assess its clarity, comprehensibility, and validity, with necessary refinements made based on pilot feedback.

## 4. Data Analysis

Version 26 of the Statistical Package for the Social Sciences (SPSS) will be used to analyze quantitative data. A number of statistical analyses will be performed on the gathered data in order to investigate correlations between variables and evaluate proposed models. The demographic features of the sample and the important variables under study will be summed up using descriptive statistics, such as measures of central tendency and dispersion. To investigate the bivariate correlations

between job satisfaction, career growth, work performance, organizational commitment, and training, Pearson correlation coefficients will be computed. The predictive impacts of work performance and training on career advancement, organizational commitment, and job satisfaction will be evaluated through multiple regression analysis. Incremental variance may be examined through the use of hierarchical regression. Using bootstrap techniques to test the significance of indirect effects and establish confidence intervals, mediation analysis will examine the mediating impact of career development in correlations between training, work performance, organizational commitment, and job satisfaction.

## RESULTS AND DISCUSSION

### 1. Descriptive Statistics

The descriptive statistics in Table 1 provide a thorough summary of the main variables being examined as well as the demographic makeup of the sample. According to the data, participants' ages range from relatively young to diversified, with an average age of 34.5 years and a moderate standard deviation of 4.2 years. In addition, the gender distribution shows that men make up 80% of the sample, which is consistent with the general trend seen in the law enforcement industry. Participants have served for an average of 8.2 years, with a moderate standard deviation of 2.5 years, suggesting a cohort with a moderate level of expertise. Furthermore, the sample's stated average of 80 training hours during the previous year shows a strong dedication to lifelong learning and professional advancement. In terms of measures connected to the workplace, participants show modest variability in work performance (4.6), career advancement (4.2), organizational commitment (4.8), and job satisfaction (4.5), with high average scores in these areas. Together, these results provide insightful information about the characteristics of the sample and the focus factors, laying the groundwork for further data analysis and interpretation as the project advances.

### 2. Correlation Analysis

Pearson correlation coefficients were calculated to examine the bivariate relationships between training, work performance, career development, organizational commitment, and job satisfaction. The correlation matrix is presented in Table 2.

Table 2. Correlation Matrix

Variable	Training	Work Performance	Career Development	Organizational Commitment	Job Satisfaction
Training	1.00				
Work Performance	0.654*	1.00			
Career Development	0.533*	0.623*	1.00		
Organizational Commitment	0.457*	0.581*	0.703*	1.00	
Job Satisfaction	0.503*	0.554*	0.654*	0.753*	1.00

Notes: \*p < 0.05

Source: *Results of data analysis (2024)*

The direction and strength of the correlations between the variables are shown in the correlation matrix. All pairings of variables show significant positive correlations, suggesting that greater scores on one measure are typically linked to higher scores

on the other. In particular, work performance ( $r = 0.654, p < 0.05$ ), career advancement ( $r = 0.533, p < 0.05$ ), organizational commitment ( $r = 0.457, p < 0.05$ ), and job satisfaction ( $r = 0.503, p < 0.05$ ) are all positively connected with training. Likewise, there are noteworthy positive relationships between work performance and job satisfaction ( $r = 0.554, p < 0.05$ ), organizational commitment ( $r = 0.581, p < 0.05$ ), and career advancement ( $r = 0.623, p < 0.05$ ). While organizational commitment and work satisfaction are favorably connected ( $r = 0.753, p < 0.05$ ), career development is positively correlated with both ( $r = 0.703, p < 0.05$ ) and job satisfaction ( $r = 0.654, p < 0.05$ ). The results indicate a degree of interdependence between the variables studied, underscoring the intricate dynamics present in the organizational framework of the Gorontalo Police HR Bureau.

### 3. Regression Analysis

Multiple regression analysis was conducted to assess the predictive effects of training and work performance on career development, organizational commitment, and job satisfaction. The results of the regression analyses are summarized in Table 3.

**Table 3. Regression Results**

Predictor	Career Development	Organizational Commitment	Job Satisfaction
Training	0.427*	0.355*	0.393*
Work Performance	0.502*	0.454*	0.485*

Notes: \* $p < 0.05$

Source: *Results of data analysis (2024)*

According to the regression analysis, among police officers in the HR Biro of the Gorontalo Police, work performance and training are both very significant predictors of career advancement, organizational commitment, and job satisfaction. The model coefficients for career development show that a predicted rise of 0.427 units in career development score is expected for every unit increase in training ( $\beta = 0.427, p < 0.05$ ). Similarly, an increase of 0.50 units is predicted in the career development score for every unit improvement in work performance ( $\beta = 0.502, p < 0.05$ ). Regression coefficients for organizational commitment indicate that a one-unit increase in training is projected to result in a 0.355-unit rise in organizational commitment score ( $\beta = 0.355, p < 0.05$ ). Similarly, an increase of 0.454 units is expected in the organizational commitment score for every unit increase in work performance ( $\beta = 0.454, p < 0.05$ ). The results of the regression analysis indicate that there is a predicted rise of 0.393 units in the work satisfaction score ( $\beta = 0.393, p < 0.05$ ) for every unit increase in training. In a similar vein, an increase of 0.485 units is predicted in the job satisfaction score for every unit rise in work performance ( $\beta = 0.485, p < 0.05$ ).

### 4. Mediation Analysis

Mediation analysis was performed to investigate the mediating role of career development in the relationships between training, work performance, organizational commitment, and job satisfaction. Bootstrap methods were utilized to test the significance of indirect effects and estimate confidence intervals. The results of the mediation analyses are summarized in Table 4.



**Table 4. Mediation Results**

Indirect Effects	95% CI	p-value
Training → Career Development → Organizational Commitment	0.255 to 0.384	<0.001
Training → Career Development → Job Satisfaction	0.224 to 0.356	<0.001
Work Performance → Career Development → Organizational Commitment	0.301 to 0.433	<0.001
Work Performance → Career Development → Job Satisfaction	0.274 to 0.405	<0.001

Notes: \*p < 0.05

Source: Results of data analysis (2024)

The results of the mediation study show that, among police officers in the HR Biro of the Gorontalo Police, career development has a major indirect impact on organizational commitment and job satisfaction through both work performance and training. A significant mediation effect is shown by a p-value less than 0.001, and the indirect effect of training on organizational commitment through career development is estimated to range from 0.255 to 0.384 (95% CI). A substantial mediation effect is also shown by the indirect effect of training on career advancement, which has a p-value less than 0.001 and a range of 0.224 to 0.356 (95% CI). With a p-value less than 0.001, indicating a substantial mediation effect, the indirect effect of work performance on organizational commitment through career development is estimated to vary from 0.301 to 0.433 (95% CI). Similarly, a significant mediation effect is shown by a p-value less than 0.001 for the indirect effect of work performance on job satisfaction through career advancement, which varies from 0.274 to 0.405 (95% CI). These findings support the idea that career development plays a mediating role in the interactions between police personnel's training, work performance, organizational commitment, and job satisfaction. Career development is crucial for improving organizational outcomes and officer well-being because it is a channel through which work performance and training affect officers' attitudes and views.

## Discussion

The results of the descriptive, correlation, regression, and mediation analyses offer important new perspectives on the complex relationships that police officers in the HR Biro of Gorontalo Police have with regard to training, job satisfaction, work performance, and career development. The purpose of this discussion section is to analyze and contextualize these results, emphasizing the implications for officer well-being, organizational effectiveness, and HR policies in the context of policing.

### 1. Relationship between Training and Work Performance

The strong positive relationship that has been shown between work performance and training highlights how crucial thorough training programs are to improving officers' job competency and effectiveness. Officers who have received sufficient training typically exhibit greater levels of competence, self-assurance, and flexibility when carrying out their responsibilities, which enhances work performance within the company. These results are consistent with the body of research that highlights the critical role that training plays in providing police officers with the abilities

and information needed to handle a variety of law enforcement-related issues. The body of research highlights how important training is in equipping police officers with the abilities and information they need to successfully handle the range of difficulties they encounter in the line of duty (Bennell et al., 2022; Lai & Lisnek, 2023; Shinde & Patil, 2019; Weaver et al., 2022). In order to promote long-lasting behavioral change in policing methods, research indicates that while diversity training can initially raise officers' awareness of bias and intention to address it, the results are typically transient. Furthermore, a number of studies emphasize the particular knowledge, skills, and abilities (KSAs) that are essential for law enforcement personnel in a democracy. These KSAs include understanding mental health issues, communicating effectively, managing stress, and procedural justice. These studies also highlight the significance of comprehensive training programs in providing officers with these competencies.

## **2. Impact of Training and Work Performance on Career Development**

The results of the regression analysis show that career advancement opportunities within the police organization are significantly predicted by both work performance and training. Officers who put in a lot of training and perform well at work are more likely to see opportunities for professional development, which helps them stay motivated and committed to their jobs. This emphasizes how crucial it is to fund ongoing education and skill-building programs in order to maintain a pool of knowledgeable and driven officers who can take on leadership positions and promote organizational excellence. It is imperative to allocate resources towards ongoing education and skill enhancement programs in order to foster the growth of competent and driven officers who can take on leadership positions and promote organizational excellence. Adapting to technological advancements is made easier by continuous learning (Nagalingam et al., 2022), which also improves leadership and decision-making abilities (Davies & Heysmand, 2021), affects change-efficacy and contextual performance after mergers (Budhiraja, 2021), and has a major positive impact on employee performance through competence and innovation literacy (Budiningsih et al., 2022). Furthermore, adopting ongoing professional development as an organizational duty can result in a notable return on investment for clinician cohesiveness, quality, and safety (McMahon, 2017). As a result, businesses gain from funding training initiatives that enable staff members to develop new abilities, adjust to shifting circumstances, and propel the company forward through strong performance and leadership.

## **3. Association between Career Development, Organizational Commitment, and Job Satisfaction**

The interdependence of these characteristics within the organizational setting is shown by the positive correlations found between work satisfaction, organizational commitment, and career growth. Officers are more likely to demonstrate higher levels of loyalty to the company and job satisfaction if they believe there are plenty of prospects for skill development and career progression. As a result, career development promotes employee well-being and organizational cohesion by acting as a catalyst for staff members' feelings of engagement, loyalty, and belonging. These results highlight how crucial it is to match officers' developmental requirements and career goals with HR policies in order to increase job satisfaction and organizational commitment. The results of research highlight how crucial it is to match HRM procedures with workers' professional goals and demands in order to boost job

satisfaction and organizational commitment (Nam & Lan, 2022; Nguyen & Uong, 2022; Schouteten et al., 2021). This research emphasizes, in particular, the favorable associations between HRM practices and organizational commitment, job satisfaction, and the effect that HRM practices that increase motivation have on employees' aspirations for their careers (Bijker et al., 2023; Ghosh, 2023). Furthermore, this study emphasizes how crucial it is to take into account different combinations of sustainable HRM approaches in order to attain high employee engagement and job satisfaction. Organizations can cultivate a good work environment, increase commitment, and improve job satisfaction by matching HRM procedures with employees' career goals and offering programs that encourage motivation. This will ultimately lead to improved overall performance and a decrease in turnover intentions.

#### **4. Mediating Role of Career Development**

The results of the mediation analysis support the idea that career development plays a mediating role in the interactions that exist between job satisfaction, organizational commitment, training, and work performance. Officers' attitudes and impressions of the company and their job function are influenced by their work performance and training, and this is achieved through the mechanism of career development. A sense of investment, fulfillment, and loyalty among employees is fostered by career development opportunities, which offer chances for skill enhancement, advancement, and recognition. This mediates the effects of work performance and training on organizational commitment and job satisfaction. The aforementioned results emphasize the significance of incorporating career development programs into HR tactics in order to maximize organizational results and the welfare of officers. The study's conclusions highlight how important it is to incorporate career development programs into HR tactics in order to improve organizational results and foster officer wellbeing. Research has indicated that human resources practices, such as employee engagement, compensation, performance management, and training, can have a direct or indirect effect on organizational performance by influencing employees' work and well-being experiences (Sutton & Atkinson, 2023). Furthermore, studies have shown a connection between poor mental health outcomes in police officers and organizational stressors like long working hours, job pressure, and a lack of support. This underscores the necessity of stressor-focused interventions to protect officer wellbeing and organizational efficacy (Marcatto et al., 2021; Sullivan et al., 2022). Furthermore, the significance of coordinating HR strategies with career development initiatives for the best results is highlighted by the beneficial effects of developmental HR practices on career self-management and organizational citizenship behavior, which are mediated by transformational leadership and moderated by perceived organizational support (Purba & Demou, 2019).

#### **5. Limitations and Future Directions**

Although this study provides insightful information about the connections between police personnel's training, job satisfaction, career growth, organizational commitment, and work performance, there are a number of limitations that should be noted. First off, considering the cross-sectional nature of the data, care should be used when interpreting the associations that are found. Longitudinal designs may be used in future studies to determine temporal sequences and causality. Second, using only self-report measures could lead to social desirability effects and response biases. This calls for the use of several sources of data collection and supplementary objective

measurements. Furthermore, the study's unique focus on the HR Biro of the Gorontalo Police limited the applicability of its conclusions to other law enforcement agencies. Future studies could investigate these connections in a variety of settings and look into other elements that affect officer well-being, like work-life balance, organizational culture, and leadership philosophies.

### CONCLUSION

This study offers insightful information about the complex relationships that exist between job satisfaction, organizational commitment, work performance, and training for police officers working in the HR Biro of the Gorontalo Police. The results demonstrate the strong positive correlations that exist between these variables and emphasize the critical influence that work performance and training have on officers' career paths and attitudes toward the company and their position. The mediation analysis also highlights the critical role that career development plays in mediating these interactions, highlighting the significance of offering chances for skill development and promotion in order to promote job satisfaction and organizational commitment. The significance of evidence-based interventions in enhancing officer performance and organizational results is highlighted by these findings, which have implications for HR practices, organizational effectiveness, and officer well-being in law enforcement agencies.

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