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The Influence of Personality and Professionalism on Personnel Work Performance at the Police Headquarters' Registration Bureau

Riswanda Linge¹, Enjang Sudarman², Sukiman³.

¹Management and Business Study Program, Mitra Bangsa University, Jakarta, marsellinge@gmail.com.

²Management and Business Study Program, Mitra Bangsa University, Jakarta, sudarmanenjang@yahoo.co.id.

³Management and Business Study Program, Mitra Bangsa University, Jakarta, sukimanhawe@gmail.com.

Corresponding Author: marsellinge@gmail.com¹

Abstract: This study aims to determine and analyze in depth the influence of personality on employee work performance, the influence of professionalism on employee work performance, and the influence of personality and professionalism simultaneously on Personnel Work Performance at a WASSIDIK BUREAU OF THE POLICE HEADQUARTERS. This study uses a quantitative approach, namely an approach that emphasizes the collection and processing of data in the form of numbers so that the results of the analysis can be interpreted objectively and measurably. However, this study is also supplemented by qualitative data as support, such as verbal statements in questionnaires, open comments, and the results of consultations or short interviews between researchers and informants to enrich understanding of the variables studied. The study population amounted to 927 employees, while the sample used was 90 respondents selected based on sampling techniques appropriate to the research needs. Hypothesis testing was carried out using the SPSS version 29 analysis tool, which is able to test the relationship between variables simultaneously and accurately. The results of the study indicate that personality (X1) and work motivation/professionalism (X2) have a positive and significant influence on employee achievement or performance (Y) partially. Furthermore, the R-Square test result of 0.412 indicates that 41.2% of the variation in employee performance can be explained by these two variables, while the remaining 58.8% is influenced by factors outside this study, such as the work environment, leadership, workload, and other organizational factors. These findings emphasize the importance of personality and professional development in improving employee performance.

Keyword: Personality, Professionalism, Work Performance, Employee Performance, Textile Industry.

INTRODUCTION

The Investigation Supervision Bureau (Wassidik) of the Indonesian National Police Headquarters is a strategic work unit within the Indonesian National Police that plays a crucial role in ensuring the quality, accountability, and professionalism of the investigation process. The investigative oversight function is a key instrument in ensuring that every law enforcement process is carried out in accordance with the principles of justice, legal certainty, and the protection of human rights. In the context of modern law enforcement organizations, demands for transparency, public accountability, and increasingly strong external oversight make the role of the Wassidik Bureau increasingly crucial (Robbins & Judge, 2019). Therefore, the successful implementation of investigative oversight duties is highly determined by the quality of human resources, particularly the work performance of the personnel who carry out this function.

The work performance of personnel in the Wassidik Bureau is measured not only by the quantity of administrative tasks completed, but also by the quality of analysis, the accuracy of recommendations, the objectivity of assessments, and the consistency in upholding legal procedural standards. Work performance reflects an individual's ability to integrate knowledge, skills, and professional attitudes in carrying out tasks (Mangkunegara, 2020). In a work environment full of pressure, conflicts of interest, and complex organizational dynamics, internal individual factors are the primary determinants in maintaining sustainable performance quality, particularly the personality and professionalism of personnel.

Personality is a relatively stable psychological characteristic that influences how individuals think, feel, and act in work situations. The Big Five Personality Theory proposed by McCrae and Costa (2010) explains that personality dimensions such as conscientiousness, openness to experience, extroversion, agreeableness, and emotional stability have a significant influence on behavior and work performance. In the context of the Bureau of Investigation, which demands precision, objectivity, cross-unit cooperation, and legal fact-based decision-making, personality is a crucial factor in determining the effectiveness and consistency of personnel in carrying out investigative oversight duties.

Besides personality, professionalism is a key factor influencing the work performance of personnel in law enforcement organizations. Professionalism reflects an individual's commitment to professional standards, work ethics, integrity, and institutional responsibility (Siagian, 2018). Professional personnel not only master the technical aspects of law and procedures but are also able to maintain independence, objectivity, and accountability in every action. In overseeing investigations, professionalism is a primary prerequisite for maintaining public trust in the National Police (Polri) and ensuring that the law enforcement process is conducted fairly and with integrity (Sedarmayanti, 2019).

Empirical evidence in various public sector organizations indicates that there remains a gap between the performance standards expected by the organization and the actual performance of civil servants. Individuals with adequate technical competence may not necessarily demonstrate optimal performance without a mature personality and strong professionalism. Previous research has shown that personality and professionalism significantly influence the performance of public servants, including in the law enforcement sector (Judge et al., 2017; Sutrisno, 2020). Therefore, studying these two factors is relevant for understanding variations in personnel performance within the context of police organizations.

In the era of bureaucratic reform and public information transparency, the National Police Headquarters' Investigation and Investigation Bureau is required to continuously improve the quality of investigative oversight to strengthen legitimacy and public trust. The success of these efforts is determined not only by regulations and systems, but also by the personality and professionalism of its personnel.

Personality

Personality is a relatively stable psychological characteristic that distinguishes one individual from another in their thinking, attitudes, and actions. Robbins and Judge (2019) define personality as the overall way an individual reacts and interacts with others. Allport (1961) stated that personality is the dynamic organization of psychophysical systems within an individual that determines their unique adjustment to their environment. Meanwhile, McCrae and Costa (1997) explain personality through the Big Five Personality approach, which includes openness, conscientiousness, extroversion, agreeableness, and neuroticism as the main dimensions that influence work behavior. In the context of police organizations, personality is an important factor because it is directly related to the discipline, integrity, and self-control of personnel.

Personality is also seen as an internal factor that influences how a person performs tasks and responds to work pressure. According to Gibson et al. (2012), personality influences an individual's perception, attitude, and performance within an organization. Hasibuan (2019) emphasized that a mature personality will shape positive work attitudes, such as responsibility, loyalty, and commitment to the organization. A similar opinion was expressed by Mangkunegara (2020), who stated that a positive personality will encourage individuals to work with greater discipline, thoroughness, and consistency in achieving work targets. In the National Police Headquarters' Wassidik Bureau environment, which demands high precision and strong integrity, personality is a crucial foundation for carrying out supervisory and investigative duties.

Furthermore, personality also plays a role in shaping personnel's professional behavior and work performance. Ivancevich et al. (2014) explained that individuals with high conscientiousness tend to have better work performance because they are organized, responsible, and achievement-oriented. Meanwhile, Judge et al. (2017) found that emotional stability positively influences performance because individuals are able to manage stress and work pressure well. In the context of policing, a stable and emotionally mature personality is essential for personnel to be able to make decisions objectively, professionally, and in accordance with applicable legal regulations.

Professionalism

Professionalism is a work attitude and behavior that reflects expertise, responsibility, and commitment to high ethical standards and work quality. According to Siagian (2018), professionalism is a person's ability and skill in carrying out tasks according to their field of expertise effectively and responsibly. Sedarmayanti (2017) defines professionalism as a combination of competence, integrity, and work ethics in carrying out organizational tasks. Meanwhile, Robbins and Judge (2019) state that professionalism reflects the extent to which an individual is able to carry out their work role based on competency standards and organizational values.

Professionalism is also closely related to mastery of knowledge, technical skills, and work attitudes appropriate to job requirements. According to Dessler (2020), professionalism is reflected in an employee's ability to consistently apply expertise, adapt to change, and comply with work rules and procedures. Wibowo (2020) emphasized that employee professionalism is characterized by role clarity, accountability, and a focus on quality work results. In the context of the National Police Headquarters' Supervision and Investigation Bureau, professionalism is crucial because supervisory and investigative duties demand accuracy, objectivity, and adherence to the law and the police code of ethics.

Furthermore, professionalism has direct implications for work performance and institutional credibility. According to Armstrong and Taylor (2020), professionalism drives improved performance quality through the implementation of clear work standards and continuous evaluation. Rivai and Sagala (2018) state that professional employees demonstrate

consistent performance, demonstrate high initiative, and are able to work independently and in teams. In the police force, professionalism is also an indicator of public trust, as professional personnel carry out their duties fairly, transparently, and responsibly, thus supporting optimal work performance.

Work Performance

Job performance is the work results achieved by an individual in carrying out their duties in accordance with their assigned responsibilities. Mangkunegara (2020) defines job performance as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Hasibuan (2019) states that job performance reflects the level of employee success in completing work based on standards set by the organization. Meanwhile, Wibowo (2020) emphasizes that job performance is not only seen from the final result, but also from the work process, discipline, and compliance with regulations.

Job performance is also influenced by various internal and external factors. According to Robbins and Judge (2019), job performance is a function of ability, motivation, and opportunity to excel. Gibson et al. (2012) added that job performance is influenced by individual characteristics, including personality and professional attitude, as well as organizational support. In the police context, personnel performance is measured not only by achieving work targets but also by adherence to procedures, integrity, and the ability to work under pressure and high risk.

Furthermore, work performance plays a strategic role in supporting organizational effectiveness and personnel career development. According to Armstrong (2014), work performance is the primary basis for management decision-making, such as promotions, awards, and competency development. Siagian (2018) emphasized that high work performance reflects the professionalism and maturity of employee personalities. Within the National Police Headquarters' Supervision and Investigation Bureau, personnel work performance is an indicator of the successful implementation of supervisory and investigative functions, and is therefore significantly influenced by good personality and high professionalism.

METHOD

Types of research

This study uses a quantitative approach with a causal associative research method, which aims to determine the relationship and influence between independent variables on the dependent variable. According to Sugiyono (2019), quantitative research is a research method based on the philosophy of positivism, used to study specific populations or samples, with data collection techniques using research instruments and statistical data analysis. Causal associative research was chosen because it is able to explain the causal relationship between personality and professionalism variables on employee work performance (Sekaran & Bougie, 2017). This approach allows researchers to obtain an objective and measurable picture of the influence between variables based on empirical data, so that the research results can be tested scientifically and generalized to a limited extent.

Population and Sample

The population in this study was all 927 employees who were the objects of research. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Given the limitations of time, energy, and costs, this study used a sampling technique to represent the population. The sample was determined at 90 respondents, who were deemed to have met the criteria for population representation. According to Hair et al. (2019), the minimum sample size in quantitative research is sufficient if it is able to represent

the population and meet the requirements for statistical analysis. The sampling technique was carried out using probability sampling with a certain approach so that each member of the population has an equal opportunity to be selected as a respondent.

Method of collecting data

The data collection method used in this study was a questionnaire. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by providing a set of written questions or statements to respondents to answer. Questionnaires were chosen because they are able to efficiently collect large amounts of data and allow respondents to provide objective and systematic answers. The questionnaire instrument was designed using a Likert scale with five levels of assessment, ranging from strongly disagree to strongly agree (Likert, 1932). According to Sekaran and Bougie (2017), the use of a Likert scale is very effective for measuring respondents' attitudes, perceptions, and opinions regarding the variables studied.

Research Instruments

The research instrument used in this study was a structured questionnaire compiled based on indicators for each research variable, namely personality, professionalism, and work performance. According to Azwar (2018), research instruments must be compiled systematically and refer to theoretical concepts in order to accurately measure variables. Personality variables are measured through personality dimensions relevant to work behavior, professionalism is measured through indicators of competence, responsibility, and work ethics, while work performance is measured through quality, quantity, and punctuality of work. All statement items are structured in closed-ended form to facilitate statistical data processing.

Data Analysis Methods

The data analysis method in this study used quantitative statistical analysis with the help of Statistical Package for the Social Sciences (SPSS) version 29 software. According to Ghozali (2021), SPSS is a statistical software widely used in social and management research due to its ability to process data accurately and efficiently. The stages of data analysis include validity testing, reliability testing, descriptive statistical analysis, classical assumption testing, and hypothesis testing using multiple linear regression analysis. According to Sugiyono (2019), multiple linear regression analysis is used to determine the magnitude of the influence of two or more independent variables on one dependent variable. The use of SPSS version 29 is expected to produce objective, systematic, and scientifically accountable data analysis.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- 1) If the r value is positive and the r result is > r table , then the item or variable is valid.
- 2) If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1 (H1)

H01: Emotional Intelligence (X₁) does not have a positive and significant effect on Employee Performance (Y).

Ha1: Emotional Intelligence (X₁) has a positive and significant effect on Employee Performance (Y).

Hypothesis 2 (H2)

H02: Motivation (X₂) does not have a positive and significant effect on Employee Performance (Y).

Ha2: Motivation (X₂) has a positive and significant effect on Employee Performance (Y).

Hypothesis 3 (H3)

H03: Emotional Intelligence (X₁) and Motivation (X₂) simultaneously do not have a positive and significant effect on Employee Performance (Y).

Ha3: Emotional Intelligence (X₁) and Motivation (X₂) simultaneously have a positive and significant effect on Employee Performance (Y).

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R² = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H₀ is accepted. 2) If F count > F table , then H₀ is rejected .

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r² value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

K_d = Value of coefficient of determination

r = Correlation coefficient value.

RESULTS AND DISCUSSION

t-test (Partial)

t-Test Results Table

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17,868	3,427		5,214	<0.001
1 Personality	0.42	0.072	0.51	5,833	<0.001
Professional	0.212	0.073	0.252	2,883	0.005

a. Dependent Variable: Personnel Work Performance

Source: SPSS Data Processing 29, 2025

Based on the results of the t-test to determine the influence of each independent variable on Personnel Work Performance, the following results were obtained: 1) Personality (X₁) The test results show a calculated t value of 5.833 > from t table 1.988 , with a significance level <0.001. The significance value is smaller than 0.05, so H₀ is rejected and H₁ is accepted. Thus, it can be concluded that Personality has a positive and significant effect on Personnel Work Performance. This shows that the more superior the Personality of the personnel, the more the Personnel Work Performance will increase.

2) Professional (X₂) The t-test results show a calculated t-value of 2.883 > from t table 1.988 , with a significance level of 0.005. A significance value smaller than 0.05 indicates that H₀ is rejected and H₂ is accepted. Thus, Professionalism has a positive and significant effect on Personnel Work Performance. This means that the more professional a personnel in an agency is, the more it will impact on increasing Work Performance.

F Test (Simultaneous)

F Test Results Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	706,150	2	353,075	30,520	<,001 ^b
	Residual	1006,472	87	11,569		
	Total	1712,622	89			

a. Dependent Variable: Personnel Work Performance

b. Predictors: (Constant), Personality, Professional

Source: SPSS Data Processing 29, 2025

Based on the results of the F test, the calculated F value was 30.520, which is greater than the F table of 3.10, and is supported by a significance level value of <0.001, which is much smaller than the significance limit of 0.05. These results indicate that the Personality and Professionalism variables simultaneously have a positive and significant effect on Personnel Work Performance.

This means that changes in the two independent variables together are able to explain the variations that occur in personnel work performance in real terms. This finding confirms that good personality and high professionalism are an important combination in encouraging increased personnel performance. Thus, the regression model used in this study is declared feasible, strong, and relevant to explain the relationship between the independent and dependent variables, and can be used as a basis for analysis and drawing research conclusions.

Coefficient of Determination Test (R²)

Table of Results of the Determination Coefficient Test (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.642 ^a	0.412	0.399	3,401

a. Predictors: (Constant), Personality, Professional

b. Dependent Variable: Personnel Work Performance

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square (R²) value was obtained at 0.412. This indicates that 41.2% of the variation in Personnel Work Performance can be explained by Personality and Professional variables, while the remaining 58.8% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.399 shows that after adjusting for the number of independent variables, the contribution of the two variables to Personnel Work Performance is 39.9%.

The Influence of Personality on Personnel Work Performance

The results of the study indicate that personality has a positive and significant effect on personnel work performance. This is evidenced by the t-statistic value of 5.833, greater than the t-table of 1.988, with an influence coefficient of 0.420 and a significance value of <0.001 (<0.05). This finding indicates that the better the personality possessed by personnel such as responsibility, emotional stability, discipline, and the ability to work together, the work performance shown will increase. A positive personality allows personnel to carry out tasks consistently, adapt to work pressure, and be able to maintain the quality of work results according to organizational demands.

These findings align with personality theory in organizational behavior, which states that individual personality characteristics influence attitudes, motivation, and work behavior, ultimately impacting performance (Robbins & Judge, 2019; McCrae & Costa, 2020). Furthermore, these findings align with previous research, such as studies by Putra (2020), Rahman (2021), and Hidayat et al. (2023), which concluded that personality significantly influences employee performance in public organizations and government agencies. Therefore, these findings strengthen empirical evidence that personality is a crucial factor in shaping employee performance.

The Influence of Professionalism on Personnel Work Performance

The results of the study also show that professionalism has a positive and significant effect on personnel work performance. This is indicated by the t-statistic value of 2.883, which is greater than the t-table of 1.988, with an influence coefficient of 0.212 and a significance value of 0.005 (<0.05). This finding indicates that the higher the level of personnel professionalism reflected in competence, integrity, compliance with procedures, and commitment to tasks, the better the work performance will be. Professionalism encourages personnel to work according to standards, be responsible for work results, and maintain the ethics and image of the institution.

These results support the theory of professionalism, which states that a professional attitude is a key determinant in improving individual and organizational performance (Sutrisno, 2020; Mangkunegara, 2021). Furthermore, the findings of this study align with previous research conducted by Sari and Nugroho (2019), Wijaya (2021), and Pratama et al. (2022), which found that professionalism significantly influences employee performance in bureaucratic environments and public sector organizations. Therefore, professionalism is a crucial element that must be continuously developed to maintain optimal personnel performance.

The Influence of Personality and Professionalism on Personnel Work Performance Simultaneously

Based on the results of the F test, it is known that personality and professionalism simultaneously have a positive and significant effect on personnel work performance. This is evidenced by the calculated F value of 30.520, which is greater than the F table of 3.10, and a significance level of <0.001 (<0.05). This finding indicates that personnel work performance is not only partially influenced by one factor, but is the result of the interaction and joint contribution between personality and professionalism in carrying out daily tasks.

The results of this study align with performance systems theory, which states that individual performance is the result of the integration of personal character and professional attitudes at work (Robbins & Judge, 2019; Armstrong, 2020). Furthermore, these findings align with previous research, such as that by Lestari (2020), Fahmi (2022), and Kurniawan et al. (2023), which concluded that personality and professionalism simultaneously have a significant influence on employee performance. Therefore, the results of this study confirm that improving employee performance will be more effective if organizations develop both aspects in an integrated and sustainable manner.

CONCLUSION

Based on the research results, it can be concluded that personality has a positive and significant influence on personnel work performance. This finding indicates that good personality characteristics, such as responsibility, emotional stability, discipline, and the ability to work together, play a significant role in improving the quality and consistency of work results. Personnel with positive personalities tend to be able to cope with work pressure, adapt to organizational dynamics, and carry out tasks optimally according to established standards. Thus, personality is a strategic internal factor in shaping personnel work performance.

In addition to personality, research also demonstrates that professionalism has a positive and significant impact on personnel performance. A high level of professionalism, reflected through competence, integrity, adherence to procedures, and commitment to tasks, encourages personnel to work responsibly and with a quality-oriented approach. Professionalism not only strengthens individual work ethics but also maintains consistent task execution in accordance with organizational standards. Therefore, professional development is a crucial aspect in efforts to continuously improve personnel performance.

Furthermore, the research results show that personality and professionalism simultaneously have a positive and significant influence on personnel work performance. This confirms that work performance is the result of the integration of personal character and professional attitudes in carrying out tasks. Improving work performance will be more effective if the organization focuses not only on strengthening one aspect but also on developing personality and professionalism in an integrated manner. Therefore, human resource management that emphasizes continuous character development and professionalism is an appropriate strategy for encouraging optimal personnel work performance.

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