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## The Influence of Professionalism and Motivation on Work Morale and Its Impact on the Performance of Personnel at the Jambi Regional Police Traffic Directorate

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**Abstract:** This study aims to analyze the influence of professionalism and work motivation on work morale and its impact on the performance of personnel at the Jambi Regional Police Traffic Directorate. The study used a quantitative approach with a descriptive and verification design. The study population included all 131 personnel at the Jambi Regional Police Traffic Directorate, all of whom served as respondents. Data collection was conducted through the distribution of questionnaires compiled based on research variable indicators and measured using a Likert scale. The data obtained were analyzed using path analysis techniques to test the direct and indirect effects between variables. The results showed that professionalism and work motivation simultaneously and partially had a positive and significant effect on personnel work morale. In addition, professionalism and work motivation also had a positive and significant effect on personnel performance. Work morale was proven to have a positive and significant effect on personnel performance and acted as an intervening variable that strengthened the influence of professionalism and work motivation on the performance of personnel at the Jambi Regional Police Traffic Directorate. These findings indicate that personnel performance is not only determined by ability and work drive alone, but is also greatly influenced by psychological conditions and work attitudes reflected in work morale. Based on the results of the study, it was concluded that efforts to improve the performance of personnel at the Jambi Regional Police Traffic Directorate need to be carried out comprehensively through strengthening professionalism, increasing work motivation, and fostering work morale on an ongoing basis to support the realization of optimal and professional traffic services.

**Keyword:** Professionalism, Work Motivation, Work Morale, Personnel Performance.

### INTRODUCTION

The success of public organizations in achieving their strategic goals is largely determined by the quality of their human resources (HR), as HR serves as the primary driver of all other organizational resources. In the context of modern management, HR is viewed as a strategic asset that determines the effectiveness, efficiency, and sustainability of organizational

performance (Robbins & Coulter, 2021). Without the support of professional, highly motivated HR with strong work ethic, public organizations will face difficulties in responding to the demands of an increasingly dynamic and complex environment, particularly in the delivery of quality public services.

In the government sector, the quality of human resources has direct implications for the successful implementation of public policies and the level of public trust in state institutions. Professional and integrity-based personnel are the primary prerequisites for the realization of good governance (Sedarmayanti, 2012). The Indonesian National Police (Polri), as a law enforcement and public service institution, is required to have professional, modern, and humanistic personnel in line with the transformation vision of Polri Precision (Predictive, Responsible, and Transparency with Justice). This transformation places improving the quality of human resources as a strategic agenda in strengthening the legitimacy and performance of the police institution.

The Traffic Directorate (Ditlantas) is one of the main implementing elements of the Indonesian National Police (Polri), playing a strategic role in maintaining security, safety, order, and smooth traffic flow (Kamseltibcarlantas). In practice, Ditlantas personnel serve as the frontline, interacting directly with the public through public services, law enforcement, and traffic education. Advances in information technology and policies for digitizing public services, such as the implementation of Electronic Traffic Law Enforcement (ETLE), Online Driving License (SIM Online), and e-Regident, require Ditlantas personnel to possess increasingly high levels of professionalism, competence, and mental readiness (Chief of Police Regulation No. 2 of 2021).

Personnel performance in an organization is fundamentally influenced by their abilities, motivation, and the organizational support they receive (Robbins & Judge, 2019). Professionalism reflects an individual's level of competence, integrity, and responsibility in carrying out tasks in accordance with ethical standards and organizational procedures (Siagian, 2012). Professional personnel tend to be able to work consistently, accountably, and are oriented towards quality service. However, high professionalism does not always result in optimal performance if it is not supported by strong work motivation and a positive psychological state at work (Febriani, Suryani & Akbar., 2025).

Work motivation is an internal and external drive that determines the intensity, direction, and persistence of an individual's behavior at work (Hasibuan, 2021). Various motivational theories, such as Maslow's theory of needs and Herzberg's two-factor theory, emphasize that individuals whose psychological and actualization needs are met will exhibit higher levels of enthusiasm, dedication, and commitment to work (Erizon, Suryani & Sudirman., 2024). In the context of a police organization characterized by a high level of hierarchy and discipline, motivation management is crucial for maintaining employee morale, loyalty, and consistent performance.

In addition to professionalism and motivation, work morale is a crucial factor reflecting the collective psychological state of personnel within an organization. Work morale reflects the level of enthusiasm, loyalty, sense of belonging, and responsibility of individuals and groups towards the organization (Siagian, 2020). High work morale creates a harmonious work environment, increases solidarity, and encourages productive work behavior. Conversely, low work morale can lead to decreased discipline, increased internal conflict, and weakened public service quality.

In the context of the Jambi Regional Police Traffic Directorate, the dynamics of professionalism, work motivation, and work morale have become strategic issues in line with demands for improving the quality of public services and achieving organizational performance targets. Although work program achievements generally show an upward trend, field observations still indicate performance variations between individuals and work units. Differences in educational background, competency, and self-development opportunities have

the potential to influence the level of professionalism, motivation, and work morale of personnel, ultimately impacting overall organizational performance.

Based on these conditions, research into the influence of professionalism and work motivation on work morale and its impact on the performance of personnel at the Jambi Regional Police Traffic Directorate is important and relevant. The urgency of this research lies in the empirical need to understand the relationships between internal HR variables within the police organization, particularly in facing the challenges of digital transformation and increasing public expectations of police services. A comprehensive understanding of these relationships is expected to form the basis for formulating more effective and sustainable HR management policies.

Thus, this research is directed to answer the main problem regarding the extent to which professionalism and work motivation influence work morale and its implications for the performance of personnel at the Jambi Regional Police Traffic Directorate, both directly and through the role of work morale as an intervening variable.

## **METHOD**

This study uses a quantitative approach with an explanatory research type, namely research that aims to explain the cause-and-effect relationship between variables through testing hypotheses that have been formulated based on a theoretical basis. This approach was chosen because the study focuses on examining the influence of professionalism and work motivation on work morale and their impact on the performance of personnel at the Jambi Regional Police Traffic Directorate empirically and measurably (Singarimbun & Effendi, 1989; Sugiyono, 2019).

The object of this research was the Jambi Regional Police Traffic Directorate, with all personnel directly involved in traffic enforcement and public service as the analysis unit. The study population consisted of 154 personnel, while the sample size was 131 personnel selected using purposive sampling, taking into account position, length of service, and direct involvement in operational tasks. This technique was used to ensure that the selected respondents could provide relevant and representative information in line with the research objectives (Sugiyono, 2021).

Data analysis was conducted in two stages: descriptive analysis and verification analysis. Descriptive analysis was used to describe the characteristics of respondents and the tendencies of their responses to each research variable. Next, verification analysis was conducted to test the research hypotheses using path analysis, which aims to identify direct and indirect influences between variables in the research model (Riduwan & Kuncoro, 2013).

Path analysis in this study was conducted using a multiple linear regression approach using the Statistical Package for the Social Sciences (SPSS) software. This method was chosen because path analysis is able to explain the causal relationship mechanism between variables based on regression coefficients that function as path coefficients. Work morale is positioned as an intervening variable to test its role in mediating the influence of professionalism and work motivation on personnel performance (Riduwan & Kuncoro, 2013; Sugiyono, 2019).

## **RESULTS AND DISCUSSION**

### **Respondent Characteristics**

The description of respondent characteristics is used to identify tendencies and potential biases in respondent responses, thus determining whether each variable falls into the low, medium, or high category. This information provides an initial overview of the empirical conditions within the Jambi Regional Police Traffic Directorate. A description of respondent characteristics is presented below.

**Table 1. Respondent Profile**

No	Respondent Profile	Amount	Percentage (%)
1	<b>Gender</b>		
	Man	73	55,7
	Woman	58	44,3
2	<b>Age Group (Years)</b>		
	< 30	94	71,8
	31 – 40	28	21,4
	> 41	9	6,8
3	<b>Education</b>		
	High School	80	61,1
	Diploma	3	2,3
	Bachelor	42	32,1
	Master	6	4,6

Source: Questionnaire data processing results (2025).

### Description of Research Variables

The descriptive statistical analysis in this study aims to describe the observed variables through a Likert-scale questionnaire. The study covers four main variables: professionalism, motivation, work morale, and performance of personnel at the Jambi Regional Police Traffic Directorate. Each indicator within these variables is designed to represent the actual conditions within the agency, with each question item having a specific classification that captures the real situation on the ground.

**Table 2. Description of Research Variables**

No	Hipotesis	Score	Range	Conclusion
1.	Professionalism	4.340	3.406 – 4.453	Currently
2.	Motivation	3.240	2.672,4 – 3.301,1	Tall
3.	Work Morale	3.225	2.672,4 – 3.301,1	Tall
4.	Performance	2.094	1.781,6 – 2.200,7	Tall

Source: Questionnaire data processing results (2025).

### Path Analysis Results

Path analysis in this study was used to determine the magnitude of the direct and indirect influence of professionalism and motivation variables on work morale and their impact on the performance of personnel at the Jambi Regional Police Traffic Directorate. This analysis is a development of multiple regression analysis that allows researchers to examine the causal relationship between variables simultaneously. Before conducting the path analysis, the research data had met all the prerequisite analysis tests, including normality, linearity, multicollinearity, and heteroscedasticity tests, as described in the previous discussion. With these assumptions met, the path analysis is suitable for use. The path analysis test in this study was conducted with the help of the Statistical Product and Service Solutions (SPSS) program version 25. The results of the path analysis in this study are presented in Figure 1 below.

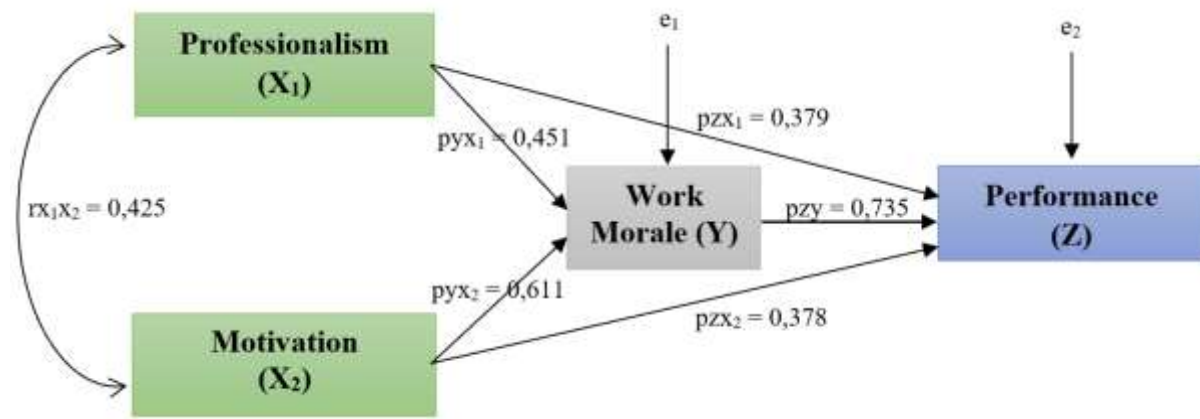


Figure 1. Causal Relationship of Path Coefficient Analysis Between Professionalism and Motivation Variables Through Work Morale on Performance

The path analysis in this study consists of three substructures, each of which addresses each hypothesis. The results of the path analysis for each structure will be described in detail below.

**a. Structural Path Analysis 1**

Structural path analysis 1 in this study was used to answer the second research objective, namely the direct and indirect influence of professionalism and motivation on work morale variables. The results of the structural path analysis 1 in this study are presented in the following table.

Table 3. Direct and Indirect Effects of Professionalism and Motivation on Work Morale

Variable	Influence		Sub-Total	Total Influence
	Direct	Indirect		
		X <sub>1</sub>		
Professionalism (X <sub>1</sub> )	20,34%	11,71%	11,71%	32,05%
Work Morale (X <sub>2</sub> )	37,33%	11,71%	11,71%	49,04%
<b>The magnitude of the influence of X<sub>1</sub> and X<sub>2</sub> on Y</b>				81,09%
<b>Other Factors</b>				18,91%

Source: Data processed for research purposes (2025).

Professionalism has a direct influence of 20.34%, and an indirect influence through motivation of 11.71%, so the total influence of professionalism on work morale reaches 32.05%. This indicates that the higher the level of professionalism of personnel, reflected in their work sincerity, honesty of attitude, consistency of tasks, work dedication, and team solidarity, the higher the work morale of personnel will be.

Meanwhile, motivation has a greater direct influence on work morale, amounting to 37.33%, with an additional indirect influence through professionalism of 11.71%, bringing the total influence of motivation on work morale to 49.04%. These findings indicate that motivation is a dominant factor in shaping the work morale of Jambi Regional Police Traffic Directorate personnel.

Simultaneously, the total influence of professionalism and motivation on work morale was 81.09%. This value is close to the coefficient of determination (R<sup>2</sup>), indicating that most of the variation in work morale of Jambi Regional Police Traffic Directorate personnel can be explained by professionalism and motivation, while the remaining 18.91% is influenced by other factors outside the research model.

**b. Structural Path Analysis 2**

This study used a two-way structural path analysis to address the third research objective, namely the direct and indirect influence of professionalism and motivation on performance variables. The results of the two-way structural path analysis are presented in the following table.

**Table 4. Direct and Indirect Effects of Professionalism and Motivation on Performance**

Variable	Influence		Sub-Total	Total Influence
	Direct	Indirect		
		X <sub>1</sub>		
Professionalism (X <sub>1</sub> )	14,36%	6,08%	6,08%	20,44%
Work Morale (X <sub>2</sub> )	14,28%	6,08%	6,08%	20,36%
<b>The magnitude of the influence of X1 and X2 on Z</b>				40,80%
<b>Other Factors</b>				59,20%

Source: Data processed for research purposes (2025).

Professionalism has a direct influence of 14.36%, and an indirect influence through motivation of 6.08%, resulting in a total influence of professionalism on performance of 20.44%. This indicates that the higher the level of professionalism of personnel, the more optimal the resulting performance.

Motivation has a direct influence of 14.28%, with an additional indirect influence through professionalism of 6.08%, bringing the total influence of motivation on performance to 20.36%. These findings indicate that work motivation is a crucial factor in driving improved personnel performance.

Simultaneously, professionalism and motivation contributed 40.80% to personnel performance. This value is in line with the coefficient of determination (R<sup>2</sup>), which indicates that 40.80% of the variation in personnel performance at the Jambi Regional Police Traffic Directorate can be explained by professionalism and motivation, while the remaining 59.20% is influenced by other factors outside the research model.

**c. Structural Path Analysis 3**

The three-way structural path analysis in this study was used to answer the fourth research objective, namely the influence of work morale on the Performance variable. Based on the calculation process carried out, the direct influence of work morale on performance shows that work morale directly contributes 54.02% to the performance of Jambi Police Traffic Directorate personnel, while the remaining 45.98% is influenced by other factors outside this research model.

**d. Analisis Jalur Struktur 4**

Path analysis of Structure IV is used to determine the magnitude of the direct and indirect influence of Professionalism and Motivation on Performance through Work Morale as an intervening variable on personnel of the Jambi Regional Police Traffic Directorate. Based on the results of the path analysis in the previous structure, the following results were obtained.

- Professionalism on Performance through Work Morale has a direct influence of 14.36%, and an indirect influence of 33.15%. The total influence is 47.51%, indicating that professionalism through work morale contributes to the performance of personnel at the Jambi Regional Police Traffic Directorate.
- Motivation towards performance through work morale has a direct influence of 14.28%, and an indirect influence of 44.81% and the total influence is 59.09% where this figure explains that motivation through work morale contributes to the performance of personnel at the Jambi Regional Police Traffic Directorate.

Based on the calculation process, it can be concluded that professionalism and motivation have a positive and significant effect on performance through work morale as an intervening variable in personnel at the Jambi Regional Police Traffic Directorate. Work morale has been shown to strengthen the relationship between professionalism and motivation on performance, with the contribution of the indirect effect being greater than the direct effect. This indicates that increasing personnel professionalism and motivation will have an optimal impact on performance if followed by increasing work morale, such as work enthusiasm, responsibility, loyalty, and commitment to tasks.

**Hypothesis Testing Results**

Based on the results of data analysis from the three analysis structures carried out, they are summarized in the following table.

**Table 5. SPSS Output of Three Sub Structures**

Hypothesis	t	F	Sig.	Decision
Professionalism & Motivasi → Work Morale	-	129,147	0,000	Accepted
Professionalism → Work Morale	7,276	-	0,000	Accepted
Motivasi → Work Morale	9,873	-	0,000	Accepted
Professionalism & Motivasi → Performance	-	23,863	0,000	Accepted
Professionalism → Performance	3,453	-	0,001	Accepted
Motivasi → Performance	3,447	-	0,001	Accepted
Work Morale – Performance	8,475	-	0,000	Accepted

Source: Data processed from SPSS for Windows output

In theory, the hypothesis is simultaneously carried out through the F test (simultaneous) with the decision-making criteria if the calculated F value obtained > F table, then the hypothesis is accepted, which means there is an influence of the independent variables observed together on the dependent variable. Or it can also be seen from the significance value. If Sig < 0.05 (5%), then the hypothesis is accepted, conversely if If Sig > 0.05 (5%), then the hypothesis is rejected, which means there is no influence of the independent variables observed together on the dependent variable (Ghozali, 2018).

Meanwhile, partial testing is carried out through a t-test (partial) with the decision-making criteria if the calculated t value obtained is > ttable, then the hypothesis is accepted, which means there is an influence of the independent variable observed partially on the dependent variable. Or it can also be seen from its significance value. If Sig < 0.05 (5%), then the hypothesis is accepted, conversely if Sig > 0.05 (5%), then the hypothesis is rejected, which means there is no influence of the independent variable observed partially on the dependent variable (Ghozali, 2018).

Based on the results of the hypothesis testing conducted on the three structures as shown in Table 3 above, it appears that all independent variables have a Sig value <5% (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that there is a significant influence of professionalism and motivation on personnel performance, both directly and indirectly through work morale.

**Discussion**

The results of the study indicate that professionalism has a positive and significant effect on the work morale of personnel at the Jambi Regional Police Traffic Directorate. This finding indicates that the higher the level of personnel professionalism, reflected in competence, discipline, integrity, and responsibility, the higher the work morale demonstrated in carrying out tasks. Theoretically, professionalism reflects the match between individual abilities and the demands of the work role, thereby fostering self-confidence, pride in the profession, and a

positive work attitude that leads to increased work morale (Siagian, 2012; Spencer & Spencer, 1993).

These findings align with Robbins and Judge's (2020) perspective, which states that individuals with clear roles and adequate job competencies demonstrate a more stable, enthusiastic, and responsible work attitude. In the context of a police organization, professionalism is not only related to technical mastery of tasks but also encompasses adherence to professional ethics and standard operating procedures. Therefore, improving the professionalism of Jambi Regional Police Traffic Directorate personnel directly contributes to the development of strong and sustainable work morale.

In addition to professionalism, research also demonstrates that work motivation has a positive and significant impact on work morale. Personnel with high work motivation tend to demonstrate greater work ethic, loyalty, and commitment in carrying out their duties. This aligns with motivation theory, which states that motivation is the primary driving force influencing the intensity and persistence of an individual's work behavior (Hasibuan, 2021; Robbins & Judge, 2019). Strong motivation drives individuals to work not only to fulfill obligations but also as a form of dedication and self-actualization.

In a police work environment characterized by high levels of stress and risk, work motivation plays a strategic role in maintaining the psychological and moral stability of personnel. The findings of this study support previous research that suggests that work motivation contributes significantly to the development of work morale among public sector employees, particularly in organizations characterized by hierarchical structures and high discipline (Rahmawati & Wijaya, 2020; Sari & Putra, 2021).

The results of the subsequent path analysis showed that professionalism and work motivation had a positive and significant effect on personnel performance. This finding confirms that performance is determined not only by technical ability but also by internal drive and individual work attitudes. According to Mangkunegara (2020), performance is the quality and quantity of work results, influenced by ability and motivation. Therefore, professional and motivated personnel will be able to carry out tasks effectively, on time, and in accordance with organizational performance standards.

However, this study also found that work morale has a positive and significant influence on personnel performance and acts as an intervening variable in the relationship between professionalism and work motivation on performance. This suggests that the influence of professionalism and motivation on performance will be stronger when accompanied by increased work morale. High work morale reflects a conducive psychological state, such as work enthusiasm, loyalty, and a sense of responsibility, which ultimately motivate individuals to deliver their best performance (Prasetyo & Kurniawan, 2019; Yusuf & Anjani, 2022).

The role of work morale as a mediating variable confirms that personnel performance is not formed instantly, but rather through a psychological process and work attitudes that develop continuously. This finding aligns with Riduwan and Kuncoro's (2013) opinion, which states that path analysis allows researchers to understand the mechanisms of indirect influence between variables. In the context of the Jambi Regional Police Traffic Directorate, increasing professionalism and work motivation will have an optimal impact on performance if accompanied by consistent work morale development through leadership, organizational culture, and a fair reward system.

Overall, the results of this study reinforce the view that human resource management within the police force must be carried out in an integrated manner, emphasizing the simultaneous enhancement of professionalism, strengthening work motivation, and fostering morale. A partial approach that focuses solely on technical or administrative aspects has the potential to result in suboptimal performance. Therefore, the findings of this study have important implications for the leadership of the Jambi Regional Police Traffic Directorate in

formulating human resource development policies oriented towards improving the quality of performance and public service.

## **Discussion**

### **1. The Relationship between Teacher Personality and Service Quality**

The strong relationship between teacher personality and service quality can be seen in the correlation test results, with a correlation coefficient of 0.421. The variability in service quality is related to teacher personality, as evidenced by the coefficient of determination of 0.177. This suggests that teacher personality contributes 18% of the variability in service quality. The remaining 82% is influenced by factors other than personality. Personality is a unique and relatively stable individual's character, behavior patterns, thoughts, and emotions. A strong teacher personality will improve the quality of service. It can be concluded that there is a positive relationship between teacher personality and service quality, making teacher personality a crucial factor in efforts to improve service quality.

### **2. The Relationship between Organizational Justice and Teacher Service Quality**

The strength of the relationship between organizational justice and teacher service quality can be seen in the correlation test results, with a correlation coefficient of 0.297. The variability in teacher service quality is related to organizational justice, as evidenced by the coefficient of determination of 0.089. Therefore, 9% of the variability in teacher service quality can be explained by organizational justice, contributing 9%. The remaining 91% is influenced by factors other than organizational justice. This aligns with Kreitner and Kinicki's (2007) statement that organizational justice in schools reflects the extent to which individuals within the organization perceive they are treated fairly in their workplace.

Based on these results, organizational justice can influence teacher service quality. When individuals perceive fair treatment and feel comfortable in their work environment, service quality improves. It can be concluded that there is a positive relationship between organizational justice and teacher service quality, making organizational justice a significant factor in efforts to improve teacher service quality.

### **3. The Relationship between Teacher Personality and Organizational Justice and Teacher Service Quality**

The strength of the relationship between teacher personality and organizational justice and teacher service quality can be seen in the correlation test results, with a correlation coefficient of 0.179. The variability in teacher service quality is related to teacher personality and organizational justice, as evidenced by the coefficient of determination of 0.423. Therefore, the variability in teacher service quality can be explained by teacher personality and organizational justice, with 18% of the teacher service quality factor being jointly determined by teacher personality and organizational justice. Furthermore, to determine the strength of the relationship between the independent and dependent variables, to obtain an optimal solution for this study, and to optimize each indicator, each research variable was weighted based on the Scientific Introduction Theory for Operations Research in Educational Management, also known as SITOREM (Hardhienata, S: 2017).

## **CONCLUSION**

Based on the analysis and discussion of the research, it can be concluded that professionalism and work motivation play a significant role in shaping the work morale of personnel within the Jambi Regional Police Traffic Directorate. Professionalism, reflected through competence, discipline, integrity, and responsibility, has been shown to enhance employee morale, loyalty, and a positive attitude in carrying out their duties. Similarly, strong

work motivation contributes significantly to fostering high work morale, which serves as an important foundation for personnel performance.

Furthermore, the research results show that professionalism and work motivation have a positive and significant influence on personnel performance, both directly and indirectly through work morale. This finding confirms that personnel performance is not only determined by technical skills and work motivation alone, but is also influenced by psychological conditions and work attitudes, which are reflected in work morale. Work morale has been shown to act as an intervening variable that strengthens the influence of professionalism and work motivation on personnel performance.

Overall, this study confirms that integrated human resource management, through increasing professionalism, strengthening work motivation, and fostering continuous work morale, is an effective strategy for improving the performance of Jambi Regional Police Traffic Directorate personnel. Thus, the results of this study provide an empirical contribution to the development of human resource management studies in the public sector, particularly in police institutions.

Although this research was conducted systematically, there are several limitations that need to be considered. First, this study used a quantitative approach with a questionnaire instrument, so the data obtained are highly dependent on the subjective perceptions of respondents. This condition has the potential to create response bias, especially in the context of a police organization with a hierarchical structure and a strong culture of discipline. Second, the scope of this study was limited to personnel of the Jambi Regional Police Traffic Directorate, so the results cannot be broadly generalized to other police work units or public sector organizations with different characteristics. Therefore, further research is recommended to expand the research object to obtain a more comprehensive picture. Third, this study only focused on the variables of professionalism, work motivation, and work morale in explaining personnel performance. However, performance can also be influenced by other factors such as leadership, organizational culture, reward systems, workload, and work environment. Future research is expected to incorporate these variables to make the research model more comprehensive and able to explain performance more comprehensively.

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