



The effect of self-efficacy and work discipline on Indonesian police officers's performance: The mediating role of work environment

Nur Aulia^{1*}, Harianto Respati², Boge Triatmanto²

¹Master of Management Student, Universitas Merdeka Malang, Indonesia

²Faculty of Economics and Business, Universitas Merdeka Malang, Indonesia

Autors' email:

ulilauliaaaa@gmail.com*

patidarma@yahoo.com

boge.triatmanto@unmer.ac.id

*)Corresponding Author

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Abstract

This study analyzes the effect of self-efficacy and work discipline on police officers' performance, with the work environment as a mediating variable. Ordinary least square (OLS) is used to examine both direct and indirect relationships among variables. The study was conducted at the Resort Police in Sidoarjo. The results show that self-efficacy and work discipline significantly affect the work environment and performance. Furthermore, the work environment partially mediates the relationship between self-efficacy and work discipline on performance, indicating that a supportive environment strengthens the impact of individual factors on performance. These findings imply that enhancing self-efficacy and discipline alone is not sufficient. Efforts to create a positive work environment are equally important. It is recommended that police institutions provide regular training to build self-efficacy, enforce clear discipline policies, and improve the quality of the work environment to optimize overall performance.

Abstrak

Penelitian ini menganalisis pengaruh efikasi diri dan disiplin kerja terhadap kinerja polisi dengan lingkungan kerja sebagai variabel mediasi. Ordinary least square (OLS) digunakan untuk menguji hubungan langsung dan tidak langsung antar variabel. Penelitian dilakukan di Kepolisian Resor Sidoarjo. Hasil penelitian menunjukkan bahwa efikasi diri dan disiplin kerja berpengaruh signifikan terhadap lingkungan kerja dan kinerja. Lebih lanjut, lingkungan kerja memediasi secara parsial hubungan antara efikasi diri dan disiplin kerja terhadap kinerja, yang menunjukkan bahwa lingkungan yang mendukung memperkuat dampak faktor individu terhadap kinerja. Temuan ini menyiratkan bahwa peningkatan efikasi diri dan disiplin saja tidak cukup. Upaya untuk menciptakan lingkungan kerja yang positif sama pentingnya. Disarankan agar institusi kepolisian memberikan pelatihan secara berkala untuk membangun efikasi diri, menegakkan kebijakan disiplin yang jelas, dan meningkatkan kualitas lingkungan kerja untuk mengoptimalkan kinerja secara keseluruhan.

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Introduction

Human resources (HR) are the main asset in every organization, including the Indonesian National Police (Polri). The quality of human resources within the Polri significantly affects the effectiveness and efficiency of the police's main tasks, namely maintaining security and order, enforcing the law, and providing protection and services to the community. Therefore, good human resource management is the key to Polri's success in facing increasingly complex challenges in globalization and digitalization.

The phenomenon that has occurred in recent years is the perception of the police having a negative image in the eyes of the public due to cases of corruption and abuse of power, unprofessional services, and repressive actions in handling mass demonstrations. These cases have led to a decline in public trust in the police, as they are seen as failing to represent their primary duties properly. The primary duties of the police are to maintain public security and order, enforce the law, and provide protection and services to the public. It includes patrols, investigations, traffic control, and securing public events. The police are also tasked with responding to emergencies and dealing with various crimes. Therefore, police performance is key in determining how well personnel perform their duties and responsibilities in maintaining security and serving the community.

Police performance has a direct impact on the security and well-being of the community. Effective and efficient police can prevent and tackle crime, maintain order, and provide satisfactory services to the community. Conversely, poor police performance can lead to increased crime, public distrust, and social instability. The performance of police officers is influenced by various factors, both individual and workplace-related. One crucial individual factor in enhancing performance is self-efficacy or confidence in one's ability to complete tasks. Bandura (1997) explains that individuals with high self-efficacy are more confident in facing challenges and are more persistent in completing tasks. Several previous studies, such as those conducted by Ogen and Nurwati (2018) and Agung & Ratnawili (2020), have proven that self-efficacy has a positive and significant relationship with team member performance, including in the context of law enforcement.

Apart from self-efficacy, work discipline is essential in improving performance. Work discipline reflects an individual's adherence to established rules and work standards. Andriani (2010) states that work discipline helps develop a more structured, diligent, and responsible work attitude. Studies by Arsindi et al. (2021) and Ogen & Nurwati (2018) shows that work discipline positively influences team members and police performance. Beyond individual factors, the work environment also plays a crucial role in influencing police officers' performance. A comfortable and conducive work environment, both physically and non-physically, can boost personnel motivation and effectiveness. Nitisemito (2015) explains that a supportive work environment enhances productivity and team member well-being. Several studies, such as those by Dantyo (2014) and Putri & Onsardi (2019), have found that the work environment significantly impacts team member performance.

Although various studies have shown that self-efficacy and work discipline affect performance, there is still a research gap (both theoretical and empirical) in understanding how these two factors influence the work environment and how the work environment, in turn, enhances police officers' performance. Most previous studies have only examined the direct relationship between self-efficacy, work discipline, and performance without considering the work environment as a mediating variable. Therefore, this study aims to fill this gap by examining the impact of self-efficacy and work discipline on police officers' performance, with the work environment as a mediating variable. This research is expected to contribute to the police institution by improving human resource management effectiveness and providing recommendations for policymakers to create a more supportive work environment that enhances police officers' performance.

Literature Review

The performance resulted from work behavior achieved in fulfilling their duties and responsibilities to achieve organizational goals, not violating the law, and not contrary to morals and ethics (Kasmir, 2019). Robbins (2016) and Sion et al. (2022)

explain performance as the results achieved by employees in their work following the criteria that apply to a job. Edison (2016) defines performance as the result of a process that refers to and is measured over a specific period based on predetermined conditions or agreements. From the definitions of several figures above, it can be concluded that performance is the result of work behavior that has been achieved in fulfilling individual duties and responsibilities per the company's criteria. According to Saputra (2012) and Insyiah et al. (2021), performance factors include individual abilities, individual efforts, and task difficulty.

Indicators on member performance are quoted from Regulation of the National Police of the Republic of Indonesia number 2 of 2018 concerning Performance Assessment of Members of the Indonesian National Police with the Performance Management System, stating that the performance assessment of police members consists of specific factors and generic factors. In this case, researchers will use ten aspects of the assessment of generic factors as indicators of police performance assessment: leadership, service orientation, communication, emotional control, integrity, empathy, commitment to the organization, initiative, discipline, and cooperation.

The theory used to explain the influence of self-efficacy on performance is Albert Bandura's Social Cognitive Theory (1997). Within this framework, self-efficacy is a central cognitive factor affecting how individuals motivate themselves and act when completing tasks. Individuals with high self-efficacy tend to set clearer goals, exert more significant effort, and persist in facing challenges, all of which contribute to improved work performance. Thus, this study refers to theories by Hasibuan (2013) and Newstrom (2007), which are rooted in the Behavioral Management Theory. This approach emphasizes the importance of rules, work standards, and individual awareness and compliance with organizational norms as the basis for productive work behavior. High work discipline creates routine and responsibility, ultimately supporting optimal performance.

The role of the work environment as a mediating variable is explained using the Work Environment Model by Mathis & Jackson (2011), which states that both physical factors (such as facilities and job security) and social factors (such as interpersonal relationships and communication) can influence productivity and performance. A positive work environment can strengthen the impact of self-efficacy and work discipline on performance by providing a supportive workplace atmosphere.

The interaction among these three variables is also supported by the Person-Environment Fit Theory, which suggests that the alignment between individual characteristics (such as self-efficacy and discipline) and the work environment leads to better performance. In other words, when individuals with high self-efficacy and strong discipline operate in a supportive work environment, their performance improves significantly.

The Effect of Self-Efficacy and Work Discipline on Performance

Performance is closely related to goals due to a person's work behavior, where performance behavior can be traced to specific factors such as ability, effort, and task difficulty (Saputra, 2012). Factors such as ability, effort, and task difficulty in psychology are known as self-efficacy. According to Bandura's Social Cognitive Theory (1997), self-efficacy is an individual's belief about their ability to perform tasks or actions needed to achieve specific results. Individuals with high self-efficacy know what abilities and actions to take in completing a task. In contrast, low self-efficacy leads to low self-confidence, which may cause the individual to neglect their tasks. It is explained further by Robbins (2013), who suggests that high self-efficacy influences individuals to set higher standards for performance, thus producing better results. The Theory of Motivation by Vroom (1964), which highlights the importance of individual expectancy, supports this by emphasizing that individuals with higher expectancy (self-efficacy) will be more motivated to perform well, resulting in better job performance.

Work discipline is crucial for police officers as it fosters responsibility toward established work standards, leading to better performance. According to Newstrom (2007), establishing work discipline improves the disciplinary attitude of employees or individuals, enabling them to produce performance that meets the standards set by the organization. This concept is supported by the Control Theory, which suggests that behavior is controlled by internal and external reinforcement, such as rewards and punishments. In this context, work discipline acts as a regulatory mechanism to ensure adherence to rules and regulations, ultimately enhancing performance.

H₁: It is hypothesized that self-efficacy and work discipline significantly affect performance.

The Effect of Self-Efficacy and Work Discipline on the Work Environment

The work environment can be shaped if personnel have high self-efficacy. High self-efficacy individuals tend to be more proactive, innovative, and persistent in facing challenges. According to Alwisol (2016), individuals with high self-efficacy can complete tasks according to their abilities and actively change their environment to be more responsive and responsible for their tasks. It aligns with Bandura's Social Cognitive Theory (1997), which indicates that high self-efficacy enhances individual performance and influences the individual's social and environmental factors. When individuals with high self-efficacy work in a positive work environment, they are more successful in completing tasks.

Regarding work discipline, Tu'u (2004) mentions that work discipline serves several functions, including building personality, creating a conducive environment, and fostering harmonious relationships among individuals. The Organizational Behavior Theory by Robbins (2013) further supports this by suggesting that when rules and norms are followed, it contributes to a more organized and positive work environment, improving individual performance. A disciplined work environment reduces conflicts and increases comfort, increasing efficiency and productivity.

H₂: It is hypothesized that self-efficacy and work discipline significantly affect the work environment.

The Effect of the Work Environment on Performance

The work environment significantly affects performance. The work environment is divided into physical (facilities and ergonomics) and non-physical (relationships among individuals, such as between superiors and subordinates). The Person-Environment Fit Theory suggests that performance improves when an individual's characteristics are aligned with their work environment. A conducive work environment, characterized by supportive relationships and adequate facilities, fosters motivation, reduces stress, and enhances performance. This theory is supported by Robbins (2013), who states that a positive work environment helps individuals unlock their potential and perform better.

H₃: It is hypothesized that the work environment significantly affects performance.

The Effect of Self-Efficacy and Work Discipline on Police Officer Performance Through the Work Environment

The positive effects of self-efficacy and work discipline are optimized when supported by a good work environment. A supportive environment includes positive interpersonal relationships, superior support, adequate work facilities, and a comfortable atmosphere. According to Robbins (2013), a positive work environment enhances individual performance by enabling the effective use of self-efficacy and work discipline. The Social Exchange Theory further supports this by suggesting that positive exchanges (such as support and a good environment) create a reciprocal effect, improving work outcomes. A supportive work environment, thus, acts as a mediator that enhances the impact of self-efficacy and work discipline on performance.

H₄: It is hypothesized that self-efficacy and work discipline significantly affect performance through the work environment.

Method

This study uses a causality research design, which, according to Sanusi (2014), aims to examine the possibility of cause-and-effect relationships between variables. A quantitative approach involves collecting data from specific populations using research instruments, followed by statistical analysis to test predetermined hypotheses (Aman et al., 2021). The focus of the research is on police personnel (enlisted officers) in Sidoarjo's resort police department, with variables including self-efficacy (X1), work discipline (X2), work environment (Y1), and individual performance (Y2).

The research instrument used in this study is a questionnaire designed in the form of statement sentences. Respondents are asked to answer the statements by placing a checkmark (✓) in the column corresponding to their chosen answer. The assessment of respondents' responses utilizes a Likert scale with the following rating criteria: Score 5 if selecting SS (strongly agree), Score 4 if selecting S (agree), Score 3 if selecting N (neutral), Score 2 if selecting TS (disagree), and Score 1 if selecting STS (strongly disagree). Thus, we validate our instrument by the product-moment correlation analysis. The validity testing criteria state that the tested item is considered valid if the significance value is <0.05 . The following are the results of the validity test:

Table 1. Self-Efficacy Instrument's Validity

No	Indicators	Items Valid	Average significant values
1	Experience of Success	X1.1, X1.2, X1.3, X1.4	0.000
2	Experience of Others	X1.5, X1.6, X1.7, X1.8	0.000
3	Verbal/Social Persuasion	X1.9, X1.10, X1.11, X1.12	0.000
4	Physiological and Emotional conditions	X1.13, X1.14, X1.15, X1.16	0.000
Total		16	

Table 2. Work Discipline Instrument's Validity

No	Indicators	Items Valid	Average significant values
1	Objectives Ability	X2.1, X2.2, X2.3, X2.4	0.000
2	Level of Alertness	X2.5, X2.6, X2.7, X2.8	0.000
3	Compliance with Work Standards	X2.9, X2.10, X2.11, X2.12	0.000
4	Compliance with Work Regulations	X2.13, X2.14, X2.15, X2.16	0.000
5	Work Ethics	X2.17, X2.18, X2.19, X2.20	0.000
Total		20	

Table 3. Work Environment Instrument's Validity

No	Indicators	Items Valid	Average significant values
1	Teamwork	Y1.1, Y1.2, Y1.3, Y1.4	0.000
2	Availability of working infrastructure	Y1.5, Y1.6, Y1.7, Y1.8	0.000
3	Working environment	Y1.9, Y1.10, Y1.11, Y1.12	0.000
Total		12	

Table 4. Officer Performance Instrument's Validity

No	Indicators	Items Valid	Average significant values
1	Leadership	Y2.1, Y2.2, Y2.3, Y2.4	0.000
2	Service Orientation	Y2.5, Y2.6, Y2.7, Y2.8	0.000

No	Indicators	Items Valid	Average significant values
3	Communication	Y2.9, Y2.10, Y2.11, Y2.12	0.000
4	Integrity	Y2.13, Y2.14, Y2.15	0.000
5	Empathy	Y2.16, Y2.17, Y2.18, Y2.19	0.000
6	Commitment to the Organization	Y2.20, Y2.21, Y2.22, Y2.23	0.000
7	Initiative	Y2.24, Y2.25, Y2.26, Y2.27	0.000
Total		27	

The reliability test aims to determine the consistency of measurement results when repeated measurements are conducted on the same phenomenon. Reliability measurement using the Cronbach's Alpha method produces an α value ranging from 0 to 1, which can be classified into five categories: less reliable (0.00-0.20), somewhat reliable (0.201-0.40), moderately reliable (0.401-0.60), reliable (0.601-0.80), and highly reliable (0.801-1.00) (Priyatno, 2016). The following are the results of the reliability test in this study.

Table 5. Variables Instrument's Validity

Variable	<i>Alpha Cronbach</i>
<i>Self-Efficacy</i> (X1)	0.954
Work Discipline (X2)	0.969
Working Environment (Y1)	0.921
Officer Performance (Y2)	0.952

The results in the following table show that the reliability test for the Self-efficacy, Work Discipline, Work Environment, and Member Performance scales using Cronbach's Alpha shows $\alpha > 0.801$. Therefore, these scales can be considered highly reliable.

The population consisted of all enlisted officers from various divisions within the resort police who perform core and support operational duties. The sample size was determined using the Slovin formula with a 5% margin of error. Thus, the sampling technique used is probability sampling with a proportionate stratified random sampling approach. The following are the results of the population and sample calculations for this study:

Table 6. Sampling Distribution

Division	Population	Samples
Samapta	142	63
Lantas	169	76
Binmas	9	4
Reskrim	82	36
Resnarkoba	44	19
Intel	57	25
Total	503	223

Result and Discussion

Table 7. Respondent Characteristics

Respondent Characteristics	Frequency	Percent
Gender		
Male	210	94.2
Female	13	5.8
Rank		
First Police Inspector (Aiptu)	32	14.3
Second Police Inspector (Aipda)	37	16.6
Chief Brigadier (Bripka)	37	16.6
Brigadier (Brigpol)	23	10.3
First Brigadier (Briptu)	27	12.1
Second Brigadier (Bripda)	67	30.0
Unit/Division		
Community Guidance	4	1.8
Intelligence and Security	25	11.2
Traffic Corps	76	34.1
Criminal Investigation	36	16.1
Narcotics Crime Directorate	19	8.5
Directorate of Public Order and Security	63	28.3

This study had 4 variables, 19 indicators, and 75 statement items. The results of the validity test in this study show an average significance value of 0.000, where the sig. <0.05 so that all statement items on the instrument are declared valid. The average result of the reliability test in this study was 0.949, so the self-efficacy scale, work discipline, work environment, and member performance could be reliable.

Respondents' perceptions in this study were analyzed using average indicators and research instruments. Self-efficacy is measured using mastery experience, vicarious experience, verbal/social persuasion, and physiological and emotional state indicators. In this case, the highest average value is in the mastery experience. The majority of police officers argue that the experience they have in carrying out tasks can help them in completing similar tasks in the future. The indicators measured in the work discipline variable are ability goals, level of vigilance, adherence to work standards, work regulations, and work ethics. In this variable, the ability goal indicator has a higher average value than other indicators. This means that most members understand the purpose of each task assigned and have sufficient ability to achieve the goals set in the job. They also strive to improve their abilities to achieve better work goals and achieve the targets that have been set.

The indicators measured in the work environment variable are cooperation, availability of work facilities, and work atmosphere. The highest average value is the Cooperation indicator. Most police officers at Sidoarjo police station think that good cooperation can support the success of their duties. In the performance variable, the indicators measured are leadership, service orientation, communication, integrity, empathy, commitment to the organization, and initiative. Service orientation gets the highest average value compared to other indicators. Based on these results, most police officers strive to provide friendly and professional services.

Table 8. Descriptive Statistics

Variables	Indicators	Average Value
Self Efficacy	Experience of Success	4.45
	Experience of Others	4.33
	Verbal/Social Persuasion	4.18
	Physiological and Emotional conditions	4.29
Work Discipline	Objectives Ability	4.38
	Level of Alertness	4.25
	Compliance with Work Standards	4.06
	Compliance with Work Regulations	4.04
	Work Ethics	4.07
Work Environment	Teamwork	4.43
	Availability of working infrastructure	4.28
	Working environment	4.31
Officer Performance	Leadership	4.55
	Service Orientation	4.59
	Communication	4.51
	Integrity	4.45
	Empathy	4.29
	Commitment to the Organization	4.22
	Initiative	4.09

Self-efficacy is measured using indicators such as mastery experiences, vicarious experiences, verbal/social persuasion, and physiological and emotional states. In this study, the highest average score was found in mastery experiences. Most police officers at Polresta Sidoarjo believe that their past experiences in carrying out tasks help them complete similar tasks in the future. This means that police officers perceive mastery experiences as the most significant source of interpreting their past achievements. Their assessment of their abilities is shaped or modified when they interpret the results of previously completed tasks. The sense of success gained from completing a task enhances their self-confidence, enabling them to contribute significantly to the police institution.

In the work discipline variable, the measured indicators include goal ability, level of alertness, adherence to work standards, compliance with work regulations, and work ethics. Among these indicators, goal ability has the highest average score compared to the others. The goal ability indicator assesses whether officers understand their assigned tasks. The results show that most officers understand the objectives of each assigned task and possess sufficient ability to achieve the established work goals. Additionally, officers continuously strive to improve their skills to achieve better work targets and meet the set objectives.

The measured indicators in the work environment variable include cooperation, availability of work facilities, and work atmosphere. The highest average score is found

in the cooperation indicator. Most police officers at Polresta Sidoarjo believe that good cooperation supports the success of their assigned tasks. This is reinforced by the nature of police duties, which often require teamwork. As a result, officers frequently strive to maintain good relationships with colleagues and accept any decisions that have been mutually agreed upon to create a harmonious work environment. Additionally, officers actively contribute to meetings and discussions to find solutions for complex problems.

In the performance variable, the measured indicators include leadership, service orientation, communication, integrity, empathy, commitment to the organization, and initiative. Among these indicators, service orientation received the highest average score. The results indicate that most police officers strive to provide friendly and professional services. This is because they believe service orientation toward the community is a priority within the police institution. Therefore, officers try to provide practical solutions or assistance in every situation the public faces. They also work to communicate clear and accurate information to the community.

Table 9. Direct and Indirect Effect

Variables	Direct Effect	p value	Indirect Effect	Total Effect
<i>Self-Efficacy</i> → Work Environment	0.509	0.000		
Work Discipline → Work Environment	0.264	0.000		
<i>Self-Efficacy</i> → Performance	0.595	0.000		
Work Discipline → Performance	0.265	0.000		
Work Environment → Performance	0.551	0.000		
Self-Efficacy → Work Environment → Performance			0.509 x 0.551 = 0.280	0.595 + 0.280 = 0.875
Work Discipline → Work Environment → Performance			0.264 x 0.551 = 0.145	0.265 + 0.145 = 0.410

It can be seen that the standardized coefficient value on the self-efficacy variable is 0.595, with a significance value of $0.000 \leq 0.05$ ($\alpha = 5\%$). This means that self-efficacy has a significant effect on member performance. In the work discipline variable, the standard coefficient value is 0.265 with a significance value of $0.000 \leq 0.05$ ($\alpha = 5\%$). This means that work discipline directly affects member performance, so it can be concluded that hypothesis 1 is accepted.

Thus, it can be seen that the result of the standard coefficient value for the self-efficacy variable is 0.509 with a significance value of $0.000 \leq 0.05$ ($\alpha = 5\%$). This means that self-efficacy has a significant effect on the work environment. The work discipline variable obtained a standardized coefficient value of 0.264 with a significance value of $0.000 \leq 0.05$ ($\alpha = 5\%$). This means that work discipline significantly affects the work environment, so it can be concluded that hypothesis 2 can be accepted.

From the results of Table 9, it can be seen that the standard coefficient value on the work environment variable is 0.551 with a significance value of $0.000 \leq 0.05$ ($\alpha = 5\%$). This means that the work environment has a significant influence on member performance. It can be concluded that hypothesis 3 can be accepted. The table results show that the total effect value of the self-efficacy and work discipline variables is greater than the direct effect. This means that the work environment can mediate the

effect of self-efficacy and work discipline on member performance. From these results, it can be concluded that hypothesis 4 can be accepted.

The Effect of Self-efficacy and Work Discipline on Police Officers' Performance

The results of this study indicate that self-efficacy has a more significant influence on police officer performance compared to work discipline. Self-efficacy, as defined by Bandura (1997) and Robbins (2013), highlights an individual's belief in their ability to perform specific tasks. Police officers with high self-efficacy tend to make better decisions, especially in challenging or emergencies. This aligns with the Social Cognitive Theory by Bandura, which emphasizes that individuals with high self-efficacy are more likely to complete tasks due to their confidence in their capabilities successfully. The influence of self-efficacy on performance is evident in the ability of officers to resolve conflicts and handle cases efficiently, which is a critical aspect of their role in law enforcement. The study's findings support this by showing that self-efficacy can be more impactful than work discipline, as experience gained from previous situations allows officers to act decisively in complex scenarios.

However, work discipline also plays a significant role in influencing performance. As suggested by Newstrom (2007) and Hasibuan (2013), work discipline, defined as adherence to organizational rules, regulations, and ethics, is crucial in maintaining a consistent and productive work approach. The research confirms that disciplined officers who comply with established standards and regulations demonstrate enhanced performance in their duties. It supports Newstrom's assertion that disciplined behavior improves team member performance. These findings align with previous research by Ogen and Nurwati (2018), who also concluded that self-efficacy and work discipline positively affect police officer performance. The combined influence of self-efficacy and work discipline explains why well-disciplined, self-confident officers are likelier to excel in their roles.

The Effect of Self-Efficacy and Work Discipline on Work Environment

Self-efficacy also affects the work environment, a finding that is supported by Alwisol (2017), who predicts that high self-efficacy can foster a positive work environment. Officers with high self-efficacy are more proactive, innovative, and confident in their problem-solving abilities. This confidence, cultivated through experience, encourages them to participate actively in team discussions, improving the collaborative work environment. It aligns with Bandura's theory, where vicarious experiences and mastery experiences shape an individual's belief in their ability to influence their surroundings positively.

Work discipline contributes to a positive work environment as well. According to the Behavioral Management Theory outlined by Hasibuan (2013), discipline ensures that officers adhere to organizational norms, creating a structured and conducive environment. When officers understand their roles and responsibilities, they contribute to a collaborative atmosphere that fosters teamwork and mutual support. This finding supports Tu'u's (2004) research, which emphasizes that disciplined behavior among employees helps shape a positive and efficient work environment.

The Effect of Work Environment on Police Officers' Performance

The work environment significantly influences police officer performance. A conducive work environment, including good cooperation, a comfortable work atmosphere, and adequate work facilities, enables officers to perform effectively. According to Robbins (2013), a positive work environment unlocks an individual's potential, contributing to better performance. The study's findings show that collaboration among officers, along with the presence of supportive work facilities, positively impacts their performance, particularly in serving the community. It is consistent with the results of Putri and Onsardi (2019), who found that the work environment significantly affects team member performance.

The Effect of Self-Efficacy and Work Discipline on Officer Performance Through the

Work Environment

The study also examines the mediating role of the work environment in the relationship between self-efficacy, work discipline, and performance. Self-efficacy, bolstered by experience and training, fosters confidence, allowing officers to perform well under pressure. By ensuring adherence to tasks and regulations, work discipline creates an environment where officers can consistently meet organizational standards. The effects of self-efficacy and work discipline are amplified when supported by a positive work environment characterized by strong cooperation, adequate facilities, and a supportive atmosphere. It aligns with the work of Abun and Magallanes (2021), who highlighted that the work environment can mediate the relationship between self-efficacy and performance.

Contrary to their argument that self-efficacy alone may not directly impact performance, the findings of this study demonstrate that self-efficacy does have a direct effect on performance, which is further enhanced when mediated by the work environment. Moreover, the study supports the research of Pratama & Amerta (2023) and Adha et al. (2022), which also suggests that the work environment can mediate the effect of work discipline on performance. Thus, the work environment is a crucial factor that facilitates the positive impacts of self-efficacy and work discipline, ultimately improving police officers' performance.

Conclusions

From the discussion above, this study concludes that self-efficacy, work discipline, and the work environment significantly influence the performance of Sidoarjo Police Force members, with the work environment acting as a key mediator in enhancing performance. These findings suggest that fostering a positive work environment, alongside improving self-efficacy and work discipline through proper training and adherence to standards, is crucial for maximizing police officers' potential. However, the study has limitations, such as its focus on a specific police department, which limits the generalizability of the results, and the heterogeneity of the sample, which may have influenced the findings. Future research could address these limitations by focusing on a more homogeneous sample and expanding the study to include police officers from different regions or agencies.

Practical recommendations include prioritizing programs that boost officers' self-efficacy, reinforce work discipline, and create a conducive work environment with adequate facilities and support for teamwork. This study contributes to the literature by shedding light on the mediating role of the work environment in the relationship between self-efficacy, work discipline, and performance, offering insights for future research to explore additional variables such as leadership, organizational culture, and work motivation in enhancing police performance.

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