

# The Relationship between Training and Career Development and Job Satisfaction of the National Police (Polri) at the NTT Regional Police

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## Abstract

Job satisfaction among members of the Indonesian National Police (Polri) is an important issue in human resource management in the public sector, particularly in efforts to improve professionalism, performance, and quality of service to the community. Various organisational efforts such as training and career development are considered important strategies for improving the competence, capabilities, and motivation of members, which ultimately can affect their level of job satisfaction. Therefore, this study aims to analyse the relationship between training and career development on the job satisfaction of members of the Indonesian National Police (Polri) in the East Nusa Tenggara (NTT) Regional Police. This study uses a quantitative approach with multiple linear regression analysis. The research sample consisted of 321 Polri members in the NTT Regional Police, selected using simple random sampling. Data collection was conducted through a questionnaire with a 7-point Likert scale distributed via social media. The data was then analysed using SPSS software by looking at the significance value, t-test, and F-test. The results showed that training and career development had a positive and significant relationship with the job satisfaction of Polri members in the NTT Regional Police. These findings indicate that improving the quality of relevant training and establishing a clear and structured career development system can increase the job satisfaction of police officers. Thus, effective training and planned career development play an important role in increasing the job satisfaction of Polri members, which in turn can support the improvement of professionalism, performance, and effectiveness of the police organisation.

**Keywords:** Career Development, Indonesian National Police (Polri), Job Satisfaction, NTT Regional Police, Training.

## 1. Introduction

The problem of job satisfaction in the Indonesian National Police (Polri) encompasses various internal issues such as extortion, extortion, abuse of authority, and high levels of work stress due to heavy work pressure. Factors influencing job satisfaction among Indonesian National Police (Polri) members include fulfillment of needs, compensation, supervision, and professionalism in carrying out daily duties. Extortion, extortion, and abuse of authority remain issues that need to be addressed internally within the Indonesian National Police (Polri). According to Amri et al. (2021), high-volume and complex workloads can cause stress for Indonesian National Police (Polri) members, which can impact job satisfaction and performance. Factors such as inadequate compensation and fulfillment of other needs can impact member job satisfaction. Ineffective supervision and an unsupportive leadership style can be internal issues that impact member satisfaction. Through training and competency development, the Indonesian National Police (Polri) strives to enhance the professionalism of



its members to face complex tasks. The digitalization of services such as the Police Clearance Certificate (SKCK) aims to increase efficiency and satisfaction for both the public and Indonesian National Police (Polri) members involved in service. The Indonesian National Police (Polri) is implementing various internal improvement efforts, ranging from taking action against disciplinary violations to adjusting internal policies to address these issues.

According to Cahyono et al. (2020), problems in police training include a lack of focus on character and morality development, a curriculum deemed outdated and irrelevant to field needs, and a failed career development and human resource assessment system. Furthermore, there is the issue of shortened training duration and the understanding that human resource quality is at the root of various problems in the field, such as low competency at certain levels. Training is considered inadequate in instilling morality, integrity, and leadership thoroughly, which impacts behavior in the field. Training materials are considered no longer relevant to real challenges in the field and need to be updated regularly to be more competency-based and practical. The finding that 67% of police chiefs are incompetent indicates a failure in the recruitment, promotion, and assessment systems that should detect these early. The reduction in the duration of education at the police academy to 3 years is feared to sacrifice character development, which requires more time. The problem of violence within the Police Academy environment, generally between seniors and juniors, indicates a problem in developing ethics and character from an early age.

The above issues lead to the low quality of Indonesian National Police Human Resources (HR), reflected in the lack of competency at certain levels. Inadequate training quality can result in unprofessional behavior, slow responses, and unfriendly attitudes, ultimately reducing public trust. An irrelevant curriculum makes personnel less prepared to face the challenges of the digital era and increasingly complex societal demands. The inability to instill strong character has the potential to trigger violations of the professional code of ethics, such as violations of personal ethics, state ethics, institutional ethics, and relations with the community. Problems with Indonesian National Police (Polri) career development include the lack of clear and adaptive regulations, such as the rules for superior non-commissioned officers who can be promoted to officers. In addition, there are obstacles to competency development such as the lack of effective training and transparency in selection. Finally, this problem is also triggered by internal obstacles such as personnel discipline that can delay promotions, as well as a lack of leadership support for certain career development.

There are no new regulations that make it easier for non-commissioned officers with specialized skills to be promoted to officers, such as in aviation. Career development for Civil Servants (PNS) within the Indonesian National Police (Polri) environment is considered to be less than optimal and not balanced with Indonesian National Police (Polri) members, even though PNS are expected to fill important positions in the organization. According to Chen et al. (2019), transparency in the selection process and the suitability of the curriculum to needs can be improved to optimize career development. Existing education and training programs still need to be evaluated for their effectiveness. Personnel may lack sufficient experience to hold higher positions. There is a need to improve certain competencies required in the current era, such as in the field of technology. Violations of discipline, codes of ethics, or criminal acts by personnel can result in delays in rank, demotion, or even dismissal. Leadership support is considered vital to promote career development, as in the case of non-commissioned pilots.

Some personnel may not yet have clear career goals, which can hinder their development. According to Choo and Bowley (2007), the career development phenomenon in the Indonesian National Police (Polri) encompasses fundamental changes through human resource transformation, the implementation of talent management, and efforts to improve

performance and professionalism. Some of the challenges faced include bureaucratic constraints, ineffective policy implementation, and the importance of leadership commitment and organizational fairness to ensure optimal career development. The Indonesian National Police (Polri) continue to strive for fundamental transformation to identify the root causes and improve the quality of human resources at all levels. The implementation of the Indonesian National Police (Polri) Talent Management program aims to improve human resource quality and its impact on public service. Providing appropriate education and training programs is crucial to improving member competency and supporting career development. Fair treatment in career development, concern from superiors, and competency-based promotions are crucial factors. The role of leadership is vital in driving career development and has a direct impact on member performance.

Research on the relationship between training, career development, and job satisfaction has been widely discussed in human resource management literature. A number of studies show that effective training programmes can improve employees' competence, skills, and confidence, thereby having a positive impact on job satisfaction (Jha, 2016; Pich & Suhariadi, 2021). In addition, planned career development also plays an important role in increasing job satisfaction because it provides opportunities for advancement, clarity of career paths, and increases employee commitment to the organisation (Ackerman et al., 2011; Tianto, 2022). Research by Mardiyana and Hidayat (2023), Mulyadi, 2020, as well as Rijal and Sesario (2024) also emphasises that a combination of training and career development can increase job satisfaction and employee performance.

However, most previous studies have focused more on the private sector or business companies and often place job satisfaction as a mediating variable in the relationship between human resource management practices and organisational performance. Thus, there are still limitations in research that specifically examines the direct relationship between training and career development on job satisfaction in the context of public sector organisations, which have different characteristics of bureaucracy, hierarchical structures, and human resource development systems. Therefore, this study was conducted to fill this gap by analysing the relationship between training and career development and job satisfaction in the context of public organisations to provide empirical contributions to the development of human resource management literature.

Based on the various issues described above, it can be understood that the job satisfaction of members of the Indonesian National Police (Polri) is influenced by various organisational factors, such as the level of organisational commitment, fairness in compensation, leadership support, and the quality of human resource development. The complexity of job demands, the dynamics of police duties, and the need to improve professionalism require the Polri institution to continuously evaluate internal management practices so that members maintain high work motivation, feel satisfied with their work, and are able to provide optimal public services.

In line with this, previous studies have also shown that organisational commitment and compensation are important factors that can influence job satisfaction because they are related to attitudes, motivation, and individual performance within the organisation. Therefore, this study aims to analyse the relationship between organisational commitment and job satisfaction among Polri members in the North Sulawesi Regional Police and to examine the influence of compensation on job satisfaction in the same organisational context, so that it is expected to provide a more comprehensive understanding of the factors that influence the job satisfaction of Polri members and become a consideration in the formulation of human

resource management policies and organizational performance improvement within the Indonesian National Police.

## 2. Literature Review

### 2.1. Training

According to Hariyasasti and Purwanto (2025), training is a learning process aimed at improving the competence, knowledge, skills, attitudes, and work ethic of an individual or group of people. The goal is to enable participants to better carry out their duties and responsibilities, particularly to achieve organizational goals, and to prepare them for future roles. According to Hariyasasti and Purwanto (2025) and Hariyati and Safril (2018), training is the process, method, or activity of training. Training is the process of teaching employees the skills required for their roles. More broadly, job training encompasses all activities aimed at providing, acquiring, and improving work competence, productivity, and professional attitudes at a level appropriate to a specific position. Ultimately, it is a means for individuals to attain the abilities that support the achievement of organizational goals.

According to Huang (2020), Police Training is a conscious and planned process to shape the character and competence of Indonesian National Police (Polri) members to become professional, proficient, skilled, and have integrity in carrying out the duties of maintaining security, protecting, serving, and serving the community. This includes the development of knowledge, attitudes, skills, and understanding of moral and ethical values necessary to act as effective and modern law enforcers. Equipping members with the latest skills and knowledge, including in the use of technology. Forming the personality of members based on moral and ethical values, and upholding integrity. According to Juwaini et al. (2021), Creating professional human resources to carry out duties as protectors, guardians, and servants of the community and law enforcers. Encouraging modernization and innovation in the law enforcement system in accordance with current developments. Ensuring that Indonesian National Police (Polri) members are able to carry out their duties effectively and provide the best service to the community.

### 2.2. Career Development

According to Putra et al. (2021), career development is a continuous process of improving abilities, knowledge, and skills to achieve desired long-term career goals. This process involves setting career goals, acquiring new experiences and skills, and making strategic decisions to advance in one's career. Generally, career development is the movement to a higher or better position or position. This includes improving one's managerial qualities, knowledge, skills, attitudes, and leadership behaviors. It is a lifelong process that helps individuals manage their career paths to reach their full potential. According to Schmidt (2007), individuals proactively manage and explore their professional identity through gaining experience, setting goals, and making strategic decisions that align with personal values and interests. These two components are essential parts of one's career journey. Career development helps individuals achieve their long-term career goals, which may differ from the focus of employee development, which is more focused on current company needs.

According to Wijayanti et al. (2020), career development in the Indonesian National Police (Polri) is a continuous process that involves improving the quality of human resources (HR) through a series of activities and programs to achieve desired career goals. This includes improving the knowledge, skills, and performance of Indonesian National Police (Polri) members so they can achieve higher ranks and positions in the future, while continuing to

increase their contribution to public security and order. This process focuses on developing Indonesian National Police (Polri) members' competencies, both through training and formal education to improve their professional abilities. Career development is not a single event, but rather a process that continues throughout a person's service in the police force. The ultimate goal is to increase the rank and/or position, which is often accompanied by an increase in salary and benefits. Career development aims to improve the performance and work motivation of Indonesian National Police (Polri) members so they can carry out their duties better. Indonesian National Police (Polri) members need to have the ability to meet the ever-changing demands of their jobs and new challenges in maintaining public security.

### 2.3. Job Satisfaction

As defined by Putra et al. (2020), job satisfaction is a favorable attitude or pleasurable feeling employees hold toward their work, stemming from their appraisal of the job and its context. This construct measures how well a position aligns with an individual's needs and can be affected by elements such as salary, promotions, work conditions, coworkers, and supervisor relationships. According to experts, job satisfaction is a positive feeling an employee has toward their job, arising from their evaluation of various aspects of the job, such as tasks, rewards, and the work environment. This definition emphasizes a pleasurable emotional attitude, influenced by the extent to which an employee's needs and expectations are met, resulting in a positive attitude and loyalty.

According to Wijayanti et al. (2020), job satisfaction is a positive feeling employees experience from evaluating the characteristics of their jobs. This feeling is often synonymous with happiness and comfort because their expectations about their work have been largely met. Job satisfaction is an employee's perception of whether or not they are happy with their work. This feeling is seen from the good behavior of employees towards their work and work environment. Job satisfaction constitutes an employee's favorable attitude towards their job. This involves feelings and behaviors related to the work context, collegial cooperation, received rewards, and associated physical and psychological conditions. Characterized by pleasant emotions and a sense of affinity for one's work, it is assessed through indicators like enjoying the work, maintaining positive morale, demonstrating discipline, and achieving good performance, reflecting the role's value in meeting important personal goals.

According to Sena (2020), within the Indonesian National Police (Polri), job satisfaction is defined as a positive evaluation stemming from members' attitudes toward their work, based on an appraisal of their work situation. This assessment is influenced by factors including effective leadership, the fulfillment of professional needs and compensation, and overall work professionalism. This job satisfaction can also, in turn, affect the overall performance of Indonesian National Police (Polri) members. A good leadership style can increase Indonesian National Police (Polri) members' job satisfaction. Both together can influence the level of Indonesian National Police (Polri) members' job satisfaction. According to Pramezwarly et al. (2022), a high level of job satisfaction is positively correlated with increased work professionalism of Indonesian National Police (Polri) members. Indonesian National Police (Polri) job satisfaction includes public satisfaction with Indonesian National Police (Polri) performance, which shows a positive trend based on various surveys. Factors such as the effectiveness of internal reforms, technological modernization, and inter-agency collaboration are drivers of public satisfaction. In addition, Indonesian National Police (Polri) member satisfaction is also influenced by work ethic, work environment, and management support, as concluded in the analysis of Indonesian National Police (Polri) personnel performance factors.

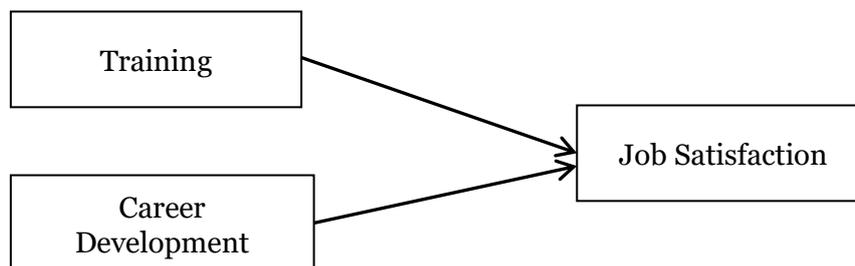
### 2.4. Research Hypothesis

Job satisfaction describes an individual's positive feelings towards their work, which arise as a result of evaluating various aspects of the job, such as the work environment, opportunities for self-development, reward systems, and relationships with the organisation. In public sector organisations such as the Indonesian National Police (Polri), member job satisfaction is very important because it can affect performance, organisational commitment, and the quality of service to the community. One factor that can increase job satisfaction is training. Training is a learning process designed to improve individuals' technical abilities, knowledge, and skills in carrying out their duties. Effective training programmes not only improve members' competence but also boost their confidence and enhance their positive perception of the organisation. Previous studies have shown that training has a positive relationship with job satisfaction because employees feel more capable of performing their duties and receive support from the organisation in developing their competence (Fajarsyah & Okfernando, 2025; Halilintar & Sobirin, 2022; Wijaya & AlFahmi, 2024). Therefore, the more effective the training programme provided by the organisation, the higher the level of job satisfaction among members. As such, the first hypothesis is formulated as follows:

**H1:** Training has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the NTT Regional Police.

In addition to training, another factor that influences job satisfaction is career development. Career development is a process that enables individuals to improve their skills, experience, and position within an organisation through various opportunities provided by the organisation. In police institutions, a good career development system can increase work motivation because members have the opportunity to reach higher positions in line with their performance and competence. Previous studies have shown that clear career development opportunities can increase job satisfaction because employees feel valued and have future prospects within the organisation (Rijal & Sesario, 2024; Suriadi et al., 2024). Conversely, limited career development opportunities can reduce work motivation and employee satisfaction. Thus, good career development will encourage increased job satisfaction among members of the organisation. Hence, the second hypothesis is formulated as follows:

**H2:** Career development has a positive relationship with job satisfaction among Indonesian National Police (Polri) officers at the NTT Regional Police.



**Figure 1. Research Model**

### 3. Methods

A quantitative research design was implemented, using Multiple Linear Regression Analysis to measure the simultaneous and individual influence of training and career development on job satisfaction among Polri members. SPSS output results, such as significance values (Sig.) and t-test or F-test values, are interpreted to draw conclusions about

whether training and career development significantly influence the job satisfaction of Indonesian National Police (Polri) members. Employing simple random sampling, 321 Indonesian National Police (Polri) officers from NTT were selected as respondents. Data collection was done using a 7-point Likert scale questionnaire disseminated via social media.

The questionnaire was designed with a measurement scale (e.g., a Likert Scale) to measure key variables, such as:

- 1) Training (Independent Variable/ $X_1$ ): Measured through indicators such as material relevance, instructor quality, and training methods.
- 2) Career Development (Independent Variable/ $X_2$  or Mediating Variable/ $Z$ ): Measured through indicators such as clarity of career paths, promotion opportunities, and the transfer system.
- 3) Job Satisfaction (Dependent Variable/ $Y$  or Mediating Variable/ $Z$ ): Measured from the aspects of satisfaction with salary, work environment, superior-subordinate relationships, and the work itself.

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Hypothesis Testing

Hypothesis testing is a statistical process for testing the validity of a hypothesis about a population using sample data. The goal is to objectively and systematically determine whether there is sufficient evidence to accept or reject the hypothesis. This process includes hypothesis formulation, data analysis, and decision-making based on test outcomes, such as comparing the t-statistic to a critical threshold. A t-statistic greater than 1.96 results in the rejection of the null hypothesis, confirming a statistically significant effect at the 5% level. The hypothesis testing outcomes are summarized in Table 1.

**Table 1. T-Test (Partial) Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.391	2.302		.170	.866
Training ( $X_1$ )	.363	.089	.362	4.087	.000
Career Dev ( $X_2$ )	.384	.112	.307	3.427	.001

a. Dependent Variable: Job Satisfaction (Y)

Based on Table 1, the t-test value (t-statistic) is greater than 1.96, thus concluding that the independent variables influence the dependent variable at the 5% significance level.

#### 4.1.2. Simultaneous Test

In SPSS, the simultaneous F-test examines the joint significance of all independent variables on the dependent variable. The test follows this decision rule: if the significance value (Sig.) is less than 0.05, the influence is statistically significant; if Sig. exceeds 0.05, it is not. This test further determines whether the regression model is appropriate for predictive purposes. The corresponding results are displayed in Table 2.

**Table 2. Simultaneous Test Results**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	336.023	3	112.176	42.345	.001 <sup>b</sup>
	Residual	251.125	96	2.143		
	Total	587.265	99			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant): Training and Career Development

According to the information in Table 2, the significant value being less than 0.05 suggests that the combined independent variables have a notable impact on the dependent variable.

## 4.2. Discussion

### 4.2.1. The Relationship between Training and Job Satisfaction

Training has a positive influence on the job satisfaction of Indonesian National Police (polri) members by improving their abilities, expertise, and performance. Training, such as on interpersonal communication, can increase job satisfaction by helping Indonesian National Police (Polri) members become more competent in their jobs and meet institutional targets. Training helps develop the potential, skills, and expertise of Indonesian National Police (Polri) members so they can achieve targets set by the agency. Frequent training combined with good work experience will improve the overall performance of Indonesian National Police (Polri) members. By improving their abilities and performance, Indonesian National Police (Polri) members will feel more competent and satisfied with their work. For example, interpersonal communication training can directly increase job satisfaction. Improved performance of Indonesian National Police (Polri) members as a result of training will also indirectly impact the overall positive image of the Indonesian National Police (Polri) institution.

Training has also been shown to have a positive effect on job satisfaction as it improves employees' knowledge, skills and confidence in performing their duties. Wijayanti et al. (2020), explains that effective training can improve competence and work motivation, thereby increasing job satisfaction. In addition, training supported by adaptive leadership can create a more conducive working environment, which ultimately encourages increased productivity and job satisfaction among members of the organisation.

According to Schmidt (2007), when employees feel more capable and competent, they tend to be more satisfied with their jobs. However, the effect can vary depending on the employee and the company context; some studies find training has no significant effect if employees are already proficient or if other factors such as compensation are more dominant. Training helps employees feel more confident in carrying out their tasks, which supports their job satisfaction. Effective training improves employees' technical and non-technical skills, enabling them to perform their jobs better and more efficiently.

Training also makes employees feel valued because the organisation invests in developing their skills. This can increase motivation and morale, which ultimately contributes to increased productivity. However, the impact of training on job satisfaction can vary depending on employee needs and the relevance of the training material provided.

The results of research by Wijayanti et al. (2020) also show that training can increase job satisfaction through improved skills, confidence, and employee motivation. When employees feel that the organisation supports their competency development, they tend to have a sense of belonging to the organisation and show higher loyalty and job satisfaction.

According to Ko (2012), effective training can improve performance, which in turn can lead to a greater sense of achievement and satisfaction. Employees who feel they have opportunities to develop at work are more likely to stay longer, which is an indicator of long-term satisfaction. Training has a positive and significant relationship with job satisfaction, because it increases employee knowledge, skills, confidence, and motivation. Employees who feel more competent and capable of completing tasks well tend to be more satisfied with their jobs. According to Purwanto et al. (2022), effective training can increase job satisfaction, which in turn can improve productivity and overall work quality. Training increases employees' knowledge and skills, allowing them to complete their work more easily and effectively. Employees feel more confident in their work after acquiring new skills and knowledge. Relevant training can increase employee motivation to work better and achieve higher performance. Training programs demonstrate that the company is investing in employee development, which can make employees feel valued and more loyal.

#### **4.2.2. The Relationship between Career Development and Job Satisfaction**

A positive and significant relationship exists between career development and job satisfaction. Employees who perceive clear career paths and promotion prospects report higher motivation and satisfaction. This link encourages organizations to focus on career development as a strategy to boost performance and productivity. According to Amri et al. (2021), good career development opens opportunities for employees to be promoted, which is often accompanied by increased authority, responsibility, and income, thereby increasing job satisfaction. The opportunity for professional development encourages employees to work harder and more diligently, because they feel they have career goals to achieve. Career development programs help employees prepare themselves to be ready to take advantage of existing career opportunities. High job satisfaction resulting from good career development will have a positive impact on employee performance, where they will work harder and help the company achieve its goals. Career development not only provides material benefits (salary, facilities), but also non-material benefits such as higher social status and a sense of security in the job. According to Cahyono et al. (2020), companies that invest in career development will see increased performance and productivity from their employees. By offering a clear career path, companies can reduce employee turnover rates. Companies need to plan career development programs carefully so as not to cause losses for employees, both in the short and long term.

Research by Mulyana et al. (2021), shows that career development has a positive relationship with job satisfaction because it provides opportunities for skill improvement, motivation, and recognition of employee performance. This is in line with Choo and Bowley (2007), which states that employees who have a clear career path tend to work harder and show higher levels of job satisfaction because they feel valued and have opportunities for growth.

According to Purwanto and Prasetya (2021), career development plays a role in increasing job satisfaction by providing employees with a sense of accomplishment, motivation, and appreciation from the company, which ultimately improves their performance and loyalty. With a clear career path, employees feel more motivated and engaged in their work, thus positively influencing their job satisfaction levels. Opportunities for promotion and developing new skills will boost employee morale, encouraging them to work more diligently. Employees who feel the company is investing in their development will feel more valued and engaged, which contributes to job satisfaction. Career development equips employees with new knowledge and skills, which not only benefit them but also the company. The ability to occupy higher positions according to their potential can provide employees with a sense of

accomplishment and satisfaction. Career development can strengthen employee relationships and positive attitudes toward their company. When employees feel they have development opportunities, they are more likely to stay with the company, which can ultimately reduce turnover rates. Career development plays a crucial role in increasing job satisfaction among Indonesian National Police (Polri) members, as a clear and planned career path makes members feel valued and motivates them to perform better. This will ultimately improve the performance and professionalism of the Indonesian National Police, which will impact the quality of public services provided to the community.

The role of career development on Indonesian National Police (Polri) job satisfaction to Increase motivation and performance: A clear career path motivates members to work harder and improve their performance, because there are rewards such as promotions and better salaries. With career development, Indonesian National Police (Polri) members can realize their potential and expertise to occupy certain positions, which helps improve overall professionalism. Career development can strengthen the relationship between Indonesian National Police (Polri) members and the institution, as well as increase their loyalty and commitment. Successful career development is often followed by increased welfare through salary increases and benefits, which has a positive impact on member morale. Certainty of career path can provide a sense of security and satisfaction for Indonesian National Police (Polri) members, because they know what they will achieve in the future within the institution. Employees who are satisfied with their careers will work harder, which directly contributes to improving Indonesian National Police (Polri) performance and professionalism. Improved performance will have an impact on improving the quality of public services provided to the community, such as in terms of protection, care, and law enforcement.

## 5. Conclusion

Training has a positive impact on the job satisfaction of Indonesian National Police (Polri) members because it can improve competency and career development, leading to improved performance and job satisfaction. However, to maximize job satisfaction and professionalism, training must be relevant, sustainable, and responsive to member needs. This establishes a positive, mutually reinforcing relationship between training and job satisfaction. Good training not only improves employee performance but also enhances their job satisfaction. Increased job satisfaction leads to higher productivity and deeper employee commitment to the organization. Within the Polri, career development has a positive and significant effect on job satisfaction, meaning that more robust career growth opportunities are directly associated with greater job satisfaction.

This indicates that a clear and planned career path will improve the overall satisfaction and performance of Indonesian National Police (Polri) members. Therefore, it is crucial for institutions to pay attention to and improve career development programs to foster job satisfaction and organizational effectiveness. Research shows that career development directly influences the job satisfaction of Indonesian National Police (Polri) members. The better the opportunities for development, the more satisfied the members are in their jobs. A structured and planned career path provides a sense of certainty and motivation, which ultimately increases job satisfaction. High job satisfaction resulting from good career development can improve individual and team performance, which overall contributes to organizational goals. The police as an institution needs to actively invest in the career development of its members. This not only benefits members, but is also key to increasing effectiveness and achieving its goals.

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