

Determinants of Interest in Procurement of Goods/Services Certification Among Police Personnel: the Role of Organizational Support, Self-Efficacy, Workload, and Career Motivation

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Keywords:	Abstract
Workload; career motivation; self-efficacy; organizational support; certification interest.	Professionalism in the procurement of goods/services (PBJ) sector requires competency certification as a benchmark and professional standard for every public employee managing the state budget, including police personnel. However, low interest in certification among personnel within the Bali Regional Police (Polda Bali) has been identified, possibly influenced by a number of factors, both organizational and individual. This study aims to provide a comprehensive understanding and empirical evidence regarding the factors driving interest in certification as a manifestation of professionalism in PBJ. The study was based on a quantitative survey method involving a sample of 175 respondents who were police personnel within the Bali Regional Police. The results found that, partially, workload, career motivation, self-capability, and organizational support were proven to have a positive and significant relationship with interest in PBJ certification. Furthermore, self-efficacy indirectly mediated the influence of career motivation on certification interest, but did not mediate the influence of workload on certification interest. Furthermore, organizational support was found to moderate the influence of career motivation on certification interest, but did not moderate the influence of workload or self-efficacy on the interest in participating in PBJ certification among police personnel within the Bali Regional Police.

INTRODUCTION

The acceleration of digitalization is an indicator in the current global era that has an impact on the need for public transparency (Yongtao, 2025), competition between institutions, and the capacity of human resources (HR) to become important elements in the successful management of government bureaucracy. Institutions such as *the (Bank, 2021)* and the *Organization for Economic Co-operation and Development (OECD)* emphasize that the effectiveness of public procurement of goods/services (PBJ) is a key indicator in *governance quality* (OECD, 2025). Anticipating and minimizing the risk of corruption and improving efficiency have been successfully carried out by countries that have a professional, certification-based PBJ system and supported by transparent, competitive, and efficient regulations (Nogues Comas & Mendes Dos Santos, 2021).

Professionalism in the field of PBJ has established procurement *certification* as a benchmark and professional standard for every public servant (Tang et al., 2024) who manages the state budget. This certification is more than just an administrative formality and as a professional identity that affirms the capacity, ethics, and integrity of an employee (Syahdi et al., 2024) in ensuring accountability for the effective and efficient

implementation of PBJ. On the other hand, in the context of *public procurement*, qualified individual capacity is needed to make decisions in the midst of the complexity of the procurement process. (Sama, 2022) research found, the public procurement process is sometimes faced with *bounded rationality* conditions in the form of information limitations, procedural pressures, and individual cognitive limitations. This condition causes decision-making to be not always optimal and has the potential to cause procedural errors, non-compliance with regulations, and allow malpractice to occur and reduce transparency and accountability. Therefore, certification is urgently needed to increase individual capacity and minimize the impact of *bounded rationality*.

However, the successful implementation of this capacity building (Jadmiko et al., 2024) policy is highly dependent on psychological factors, where perceived *organizational support* (Stinglhamber et al., 2016) emerges as a key determinant that influences employee participation and real involvement in certification programs. Meaningful and internalized organizational support has been empirically proven to be able to improve crucial dimensions of work behavior (Kanat-maymon et al., 2020), including employee loyalty, creativity, and psychological resilience in the face of work pressure and crises (Georgiadou et al., 2024). On the other hand, work support has also been proven to reduce work stress while maintaining the stability of employee performance (Atinga et al., 2026). This phenomenon confirms the idea that within the framework of modern bureaucratic and public organization reforms, the effectiveness and sustainability of change is determined not only by the advantages of the system and regulations, but fundamentally also by the positive psychological experience of the individual towards the support provided by his organization.

Indonesia is in the midst of efforts in bureaucratic reform to create a professional, adaptive, and accountable state apparatus through *the 2025–2029 National Bureaucratic Reform Road Map (RMRBN)*. In its implementation as a national agenda, it emphasizes that improving the quality of human resources is a strategic priority and places humans as the center of service and governance. One of the important instruments is the implementation of PBJ certification which is regulated through Presidential Regulation No. 46 of 2025 concerning amendments to Presidential Regulation No. 16 of 2018 concerning the Procurement of Government Goods/Services and strengthened by its derivative rules ranging from the Regulation of the Goods/Services Procurement Policy Institution (LKPP) to technical regulations from the Ministry of Finance. This policy requires every government agency to have certified personnel as proof of technical competence and moral integrity in managing the state budget.

The National Police of the Republic of Indonesia (Polri), as one of the major institutions in the state bureaucracy, is inseparable from this policy. Through the Precision Police (Gillet et al., 2013) Chief (Predictive, Responsible, Transparent, and Just) program, the National Police emphasizes governance reform based on transparency and professionalism. The precision dimension underscores the importance of bureaucratic reform and strengthening accountability, including in the PBJ process within the police

department. Professional procurement is part of efforts to prevent irregularities, improve budget efficiency, and strengthen public trust in police institutions.

However, empirically paradoxes are still found. On the one hand, the need for PBJ-certified personnel is increasing, but on the other hand, the level of participation of National Police personnel to participate in certification is still low. This phenomenon is found in various work units, including in the Bali Police, which has large budget responsibilities and high complexity of public activities. This low participation indicates the existence of psychological and structural factors that affect certification interest, ranging from heavy workloads, perceptions of organizational support, to suboptimal career motivation (London & Noe, 1997).

Police personnel are often faced with high job demands, long working hours, and great public pressure. (Sadiq, 2022) mentioned, police personnel have a 24-hour duty requirement in their role to maintain public order. This condition has the potential to cause work fatigue which ultimately has an impact on decreased motivation (Pulot, 2024) and energy in carrying out other work activities (Zhou et al., 2024). As a result, attention to other activities such as in the development of non-operational competencies such as PBJ certification has become limited. In many cases, personnel assess that certification does not provide direct benefits to job promotions or performance incentives. As a result, there is a perception that certification is just an additional burden in the midst of busy routine and structural operational tasks.

The condition of PBJ human resources in the Bali Police has not fully met expectations as described above. Although it is expected that all personnel who handle PBJ have been certified according to LKPP standards, the reality in the field shows that the interest of personnel to participate in certification is still relatively low. Data from the Procurement Section of the Bali Police Logistics Bureau (2025) shows that out of 40 Work Units (Satker) with a minimum need of 200 PBJ-certified personnel to be involved in procurement, the Bali Police only has 91 personnel or around 45.5%. Meanwhile, most of the other personnel have not shown adequate interest in taking the training or certification exams.

Practically, the low interest in certification is suspected to be influenced by a number of factors, both organizational and individual. On the one hand, the organization's still limited support such as training facilities, certification financing, and career (Tuclea et al., 2025) incentives is suspected to have influenced personnel participation. As revealed in the research of (Pithaloka & Ardiyanti, 2024), organizational support has a positive correlation with employee involvement in competency development programs. On the other hand, the *self-efficacy* (Zimmerman, 2000) of personnel is also a determining factor. Many personnel lack confidence in facing certification exams, or feel that they do not have an adequate administrative knowledge base ((Bandura, 1997).

Another factor that plays a role is the high workload in the operational environment of the National Police, which often leaves little time and energy for personnel to participate in training programs. (Wang, 2023)) findings confirm that excessive workload can reduce motivation for self-development due to conflicts between work demands and

personal needs. In addition, career motivation is also an important driver. Personnel who view certification as a career advancement opportunity tend to be more interested in following it (Jatmiko, 2023).

Theoretically, previous studies that discussed the determinants of interest in certification and competency development in the public sector have focused on the State Civil Apparatus (ASN) in the general civil bureaucracy, such as ministries or local governments (Jatmiko, 2023). These studies have successfully identified key variables such as intrinsic motivation, *self-efficacy*, and managerial support in the context of civic organizations that tend to adopt more flexible public management models. However, the generalization of these findings becomes problematic when applied to unique paramilitary organizations.

Studies that specifically test the phenomenon of interest in PBJ certification in the National Police are still very limited. In fact, the National Police has unique organizational characteristics that are fundamentally different from the civilian bureaucracy. These differences include a career system based on rank and hierarchy of command *and control*, a work pattern dominated by discipline and mobility, and a *more structured and rigid reward and punishment* mechanism. Therefore, the factors that dominantly influence the interest of National Police personnel to participate in the PBJ certification program, including how they perceive organizational support, cannot necessarily be adequately explained by the models developed in the context of civil bureaucracy.

This literature gap or *research gap* is the main justification for this research. Paramilitary organizations such as the National Police face simultaneous demands, namely maintaining the accountability of the state budget according to PBJ standards (LKPP), while maintaining a culture of paramilitary professionalism. By placing a specific focus on police personnel, this study aims to fill these theoretical gaps, as well as provide contextual validation of motivational and behavioral theories such as *Theory of Planned Behavior* (Dewi et al., 2019) (TPB) and *Perceived Organizational Support* (POS) in an organizational environment that has distinctive psychological and structural dynamics (Cantika & Suci, 2021).

METHOD

This study uses an explanatory quantitative approach to examine the cause-effect relationship between workload (X1) and career motivation (X2) on interest in PBJ certification (Y) in police personnel, with self-efficacy as a mediating variable and organizational support as a moderation variable. The data analysis used Structural Equation Modeling based on Partial Least Squares (SEM-PLS), which was chosen because it was able to test direct relationships, mediation, and moderation simultaneously without demanding strict data distribution assumptions, so that it was in accordance with the characteristics of data in the police organizational environment.

The research was carried out within the Bali Police in March-May 2026, with the population covering all Police personnel and civil servants of the Bali Police totaling

11,831 people (11,376 Police and 455 civil servants) spread across 40 work units. Sampling using multistage sampling which combines cluster sampling (based on work unit) and purposive sampling (personnel with a minimum working period of 1 year, have a task related to PBJ, and have the opportunity to take part in certification), resulted in a target sample of 175 respondents according to the minimum sample rules of SEM-PLS. The sampling procedure was conducted in three stages: first, 15 work units were selected using cluster sampling based on geographical representation and workload characteristics; second, within each work unit, personnel were identified based on their involvement in PBJ-related tasks; and third, purposive sampling was applied to select personnel who met the inclusion criteria of having at least one year of work experience, direct involvement in PBJ processes, and availability to participate in certification programs.

The demographic characteristics of the 175 respondents revealed that the majority were male (78.3%, $n=137$), with a mean age of 35.6 years ($SD=7.2$). In terms of rank distribution, 45.1% were non-commissioned officers (Bintara), 32.0% were middle-ranking officers (Pamen), and 22.9% were first officers (Pama). The average work experience was 11.4 years ($SD=5.8$), with 62.3% of respondents holding at least a bachelor's degree. Regarding PBJ involvement, 58.9% served as procurement committee members or technical staff in their respective work units. This demographic composition reflects the typical structure of police personnel engaged in procurement functions and provides a representative basis for analyzing the determinants of certification interest.

Data were collected through a 5-point Likert scale closed questionnaire (1 = strongly disagree to 5 = strongly agree) which was disseminated online, with indicators of each variable adapted from reference theories (Job Demands–Resources Model, Self-Determination Theory (Ryan & Deci, 2022), Social Cognitive Theory, Perceived Organizational Support Theory (Eviana, 2024), and Theory of Planned Behavior), and supplemented with complementary documentation data. The analysis was carried out through three stages within the framework of SEM-PLS: instrument test (convergent validity via outer loading, reliability via Cronbach's Alpha and Composite Reliability), hypothesis test (direct influence via path coefficient, mediation via bootstrapping, moderation via interaction term), and model evaluation using R-Square, effect size (f^2), and predictive relevance (Q^2).

RESULTS AND DISCUSSION

Analysis Results

Model Testing

The stage of testing the model or *outer model* consists of instrument tests and model evaluation. In the instrument test, the researcher analyzed the validity of the convergence with *the outer loading*, the discriminant validity with HTMT, and the reliability. The results of the instrument test are as follows.

Table 1. Convergent Validity Test Results with *Outer Loading*

	BK	DO	KD	MK	MS
BK1	0,794				
BK2	0,742				
BK3	0,846				
BK4	0,889				
BK5	0,838				
DO1		0,897			
DO2		0,819			
DO3		0,720			
DO4		0,714			
DO5		0,844			
KD1			0,891		
KD2			0,926		
KD3			0,842		
KD4			0,726		
KD5			0,916		
MK1				0,880	
MK2				0,811	
MK3				0,782	
MK4				0,710	
MK5				0,859	
MS1					0,917
MS2					0,817
MS3					0,812
MS4					0,773
MS5					0,917

(Source: Data Processed by Researchers, 2026)

Based on the table above, it can be seen that all research indicators in the five research variables have an *outer loading* value higher than 0.700. Thus, all research indicators are declared to have passed convergent validity and can proceed to discriminant validity.

Table 2. Results of Discriminant Validity Testing with HTMT

	BK	DO	KD	MK	MS	D x BK	D x MK
BK							
DO	0,138						
KD	0,233	0,513					
MK	0,164	0,428	0,497				
MS	0,373	0,610	0,759	0,516			
D x BK	0,287	0,226	0,323	0,316	0,300		
D x MK	0,248	0,301	0,441	0,487	0,330	0,301	

	BK	DO	KD	MK	MS	D x BK	D x MK
Thu x KD	0,239	0,332	0,542	0,434	0,493	0,255	0,720

(Source: Data Processed by Researchers, 2026)

Based on the table above, it can be seen that all research variables have HTMT values below 0.850. Thus, all research variables are declared to have passed the validity of the discriminant can proceed to the next stage.

Table 3. Reliability Test Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
BK	0,887	0,936	0,913
DO	0,859	0,866	0,899
KD	0,913	0,925	0,936
MK	0,869	0,877	0,905
MS	0,902	0,905	0,928

(Source: Data Processed by Researchers, 2026)

Based on the table above, it can be seen that all research variables have *Cronbach's alpha* and *composite reliability* values above 0.600. Thus, all research variables are declared to pass reliability and can proceed to the next stage, namely model evaluation.

In the model evaluation, the researcher examined the results of the *R-Square* test, *effect size* (f^2), and *predictive relevance* (Q^2), as follows.

Table 4. R-Square Test Results

Variable	R-square	R-square adjusted
KD	0,236	0,228
MS	0,630	0,615

(Source: Data Processed by Researchers, 2026)

Based on the table above, it can be seen that the *adjusted r-square* value for the self-efficacy variable is 0.228. Thus, it can be interpreted that independent variables, namely workload and career motivation, can form self-efficacy of 0.228 or 22.8%, while the remaining 77.2% is formed by other variables that are not discussed in the study.

In addition, it is also known that the *adjusted r-square* value for the certification interest variable is 0.630. Thus, it can be interpreted that independent variables, namely workload, career motivation, self-efficacy, and organizational drive can form certification interest of 0.630 or 63%, while the remaining 37% is formed by other variables that were not discussed in the study.

Table 5. Effect Size Test Results

Variable	KD	MS
BK	0,041	0,123
DO		0,123

Variable	KD	MS
KD		0,251
MK	0,230	0,033
MS		
D x BK		0,039
D x MK		0,059
Thu x KD		0,044

(Source: Data Processed by Researchers, 2026)

Based on the table above, the following results can be known:

1. The *effect size* value for the workload variable on self-efficacy is 0.041. Thus, it can be interpreted that the influence of workload variables on the variable of self-efficacy is relatively small because it is above 0.02, but below 0.15.
2. The *effect size* value for the variable of career motivation on self-efficacy was 0.230. Thus, it can be interpreted that the influence of the career motivation variable on the variable of self-efficacy is moderate, because it is above 0.15, but below 0.35.
3. The *effect size* value for the workload variable on certification interest is 0.123. Thus, it can be interpreted that the influence of workload variables on certification interest variables is relatively small because it is above 0.02, but below 0.15.
4. The *effect size* value for the organizational support variable for certification interest was 0.123. Thus, it can be interpreted that the influence of organizational support variables on certification interest variables is relatively small because it is above 0.02, but below 0.15.
5. The *effect size* value for the variable of self-efficacy to certification interest was 0.251. Thus, it can be interpreted that the influence of the self-efficacy variable on certification interest is relatively moderate because it is above 0.15, but below 0.35.
6. The *effect size* value for the variable of career motivation on certification interest was 0.033. Thus, it can be interpreted that the influence of career motivation on certification interest is relatively small because it is above 0.02, but below 0.15.
7. The *effect size* value for the organizational support variable along with workload to certification interest is 0.039. Thus, it can be interpreted that the influence of career motivation on certification interest is relatively small because it is above 0.02, but below 0.15.
8. The *effect size* value for the organizational support variable along with career motivation for certification interest was 0.059. Thus, it can be interpreted that the influence of career motivation on certification interest is relatively small because it is above 0.02, but below 0.15.
9. The *effect size* value for the organizational support variable along with self-efficacy to certify interest was 0.044. Thus, it can be interpreted that the influence

of career motivation on certification interest is relatively small because it is above 0.02, but below 0.15.

Table 6. *Q-Square Test Results*

	SSO	SSE	Q ²
KD	875,000	732,142	0,163
MS	875,000	501,502	0,427

(Source: Data Processed by Researchers, 2026)

Based on the table above, it can be seen that the *q-square* value of the self-efficacy variable is 0.163. This result can be interpreted as the ability to predict self-efficacy variables is classified into small to medium categories. Furthermore, the certification interest variable has a *q-square* value of 0.427. These results can be interpreted as the predictive ability of the interest-forming variables of certification to be classified in a fairly strong category in the research model. Thus, it can be concluded that this research model has a fairly good *predictive relevance* where independent variables in the study are able to explain and predict certification interest variables well.

Based on the model tests that have been carried out, it can be identified that the strength of the model can be identified at *the R-square* value and *the Predictive Relevance* or *Q-square*. Based on Table 4.19, the certification interest variable has an *R-square* value of 0.630. This shows that the model built is categorized as a strong model, where the variables of organizational support, self-efficacy, workload, and career motivation are simultaneously able to explain and form the variables of certification interest by 63%. These results are supported by the *predictive relevance* value or *q-square* in Table 4.21 which identifies this *q-square* greater than zero. This shows that this model has good predictive accuracy, making it feasible to use the model to predict research variables. Thus, as a whole, it can be stated that the research model is capable and feasible to be used in researching the interest of police personnel within the Bali Police in participating in PBJ certification.

Hypothesis Testing

Hypothesis testing is adjusted to the research model that has been formulated. At this stage, the researcher tested the direct influence between variables tested through *path coefficient analysis*, the mediation effect was tested by *bootstrapping*, and the moderation effect was tested through the formation of *interaction terms* between independent variables and moderator variables. The results of the hypothesis testing are as follows.

Table 7. Hypothesis Testing Results

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1: BK -> MS	0,242	0,243	0,081	3,000	0,003
H2: MK -> MS	0,134	0,138	0,064	2,109	0,035
H3: DO -> MS	0,247	0,265	0,064	3,887	0,000
H4: KD -> MS	0,407	0,371	0,079	5,152	0,000

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H5: BK -> KD -> MS	0,073	0,073	0,041	1,784	0,075
H6: MK -> KD -> MS	0,173	0,158	0,048	3,627	0,000
H7: DO x BK -> MS	-0,124	-0,127	0,071	1,746	0,081
H8: DO x MK -> MS	0,142	0,139	0,065	2,206	0,027
H9: DO x KD -> MS	-0,123	-0,121	0,080	1,531	0,126

(Source: Data Processed by Researchers, 2026)

Based on the table above, the following results can be known:

1. The *p-value* on the effect of workload on certification interest was obtained as 0.003 or less than 0.050. Thus, the increase in workload was proven to have an effect on the interest in certification, so hypothesis 1 was accepted.
2. The *p-value* on the effect of career motivation on certification interest was obtained at 0.035 or less than 0.050. Thus, high career motivation is proven to have an effect on certification interest, so hypothesis 2 is accepted.
3. The *p-value* on the influence of organizational support on certification interest is obtained as 0.000 or less than 0.050. Thus, the organizational support received by police personnel is proven to have an effect on certification interest, so hypothesis 3 is accepted.
4. The *p-value* value on the effect of self-efficacy on certification interest was obtained at 0.000 or less than 0.050. Thus, the individual's belief in good self-efficacy is proven to have an effect on certification interest, so hypothesis 4 is accepted.
5. The *p-value* on the effect of workload on certification interest through self-efficacy as a mediation variable was obtained at 0.075 or more than 0.050. Thus, the ability to mediate the influence of workload on certification interest is rejected, so hypothesis 5 is rejected.
6. The *p-value* on the influence of career motivation on certification interest through self-efficacy as a mediating variable was obtained as 0.000 or less than 0.050. Thus, self-efficacy is able to mediate the influence of career motivation on certification interest, so that hypothesis 6 is accepted.
7. The *p-value* on the effect of workload on certification interest with organizational support moderation was obtained at 0.081 or more than 0.050. Thus, the organization's support cannot support the influence of workload on certification interests, so hypothesis 7 is rejected.
8. The *p-value* on the effect of career motivation on certification interest with the moderation of organizational support was obtained at 0.027 or less than 0.050.

Thus, organizational support is able to support and strengthen the influence of career motivation on certification interests, so that hypothesis 8 is accepted.

9. The *p-value* value on the effect of self-efficacy on certification interest with moderation of organizational support was obtained at 0.126 or more than 0.050. Thus, organizational support is not able to strengthen the influence of self-efficacy on certification interest, so hypothesis 9 is rejected.

The Effect of Workload on PBJ Certification Interest

The results of the hypothesis test showed that there was a positive and significant influence of workload on the interest in PBJ certification in police personnel within the Bali Police. These findings illustrate that increasing workload is proven to be one of the important factors that affect the interest of personnel to take the PBJ certification.

These findings contradict the research of (Simchi-Levi et al., 2018) who found that workload can decrease work engagement, including involvement in competency development activities. However, theoretically, this finding strengthens the external dimension of *perceived behavioral control* in the *theory of planned behavior* proposed by (Ajzen, 2012), where the workload is included in the perception of behavioral control that is external because it is related to the availability of time and individual resources. In this study, workload acts as a driver for personnel to carry out certification, which shows that individuals still feel they have control over behavior despite facing high job demands.

In the context of police agencies, a high workload reflects the demands of complex tasks and requires competency development in the implementation of these tasks. Therefore, a high workload has not been proven to be an obstacle to developing competencies. On the contrary, this is actually a factor that encourages personnel to improve their competence in order to be able to carry out their job demands, duties, and responsibilities, including by participating in PBJ certification.

Furthermore, personnel within the Bali Police are often faced with intense operational and administrative tasks and tight deadlines. However, this workload makes personnel feel the need for certification to support their work. Therefore, personnel's perception of workload will greatly determine their willingness to increase their abilities and competencies through certification. As for the implications, the Bali Police through the coaching function or education/training needs to design a certification program that can support the work and responsibilities of personnel, so that it can make the workload it has.

The Effect of Career Motivation on PBJ Certification Interest

The results of hypothesis testing showed that there was a positive and significant influence of career motivation on the interest of PBJ certification in police personnel within the Bali Police. These findings illustrate that individuals with high career motivation tend to view task challenges as growth opportunities, thus increasing their interest in pursuing PBJ certification.

These findings are in line with Jatmiko's (2023) research which found that individual motivation has a positive impact on encouraging the development of individual competencies. Theoretically, these findings also strengthen the aspect of attitudes towards

behavior in *the theory of planned behavior* put forward by Ajzen (2012), where career motivation represents an individual's evaluation or view of the benefits of certification for his career path. Individuals who have a clear career orientation will view certification as something important, thus forming a positive attitude that ultimately increases the intention (Cheng et al., 2025) to pursue certification.

In the context of police agencies, career motivation is an internal driver for individual personnel to continue to develop their competencies so that they have a career that continues to increase. Therefore, personnel with a clear career orientation will view certification as a means to increase their capacity while opening up opportunities for career advancement in the future. This condition shows that motivation for career development is effectively able to drive the intention (Paramitha Agdina Pusparini et al., 2024) of personnel to be actively involved in competency certification programs that support institutional performance.

Furthermore, the ownership of PBJ certificates is seen as an added value for personnel competence, which can support assignments in strategic units that handle logistics and budgets. Therefore, the existence of great motivation of personnel in developing their positions will have an impact on their interest in doing PBJ certification. As for the implications, the career coaching system at the Bali Regional Police should explicitly include PBJ certification as one of the competency indicators in performance assessment or placement requirements for certain positions, so that personnel feel that their efforts to be certified have a direct correlation with their career future.

The Effect of Organizational Support on PBJ Certification Interest

The results of the hypothesis test showed that there was a positive and significant influence of organizational support on the interest in PBJ certification in police personnel within the Bali Police. These findings illustrate that individuals who have the perception that the organization they work for value their contributions and care about their well-being will tend to have a greater interest in pursuing PBJ certification.

These findings are in line with research by (Mori et al., 2024) which found that when employees perceive high support, they tend to have a stronger focus on developing competencies. Theoretically, this finding also strengthens the aspect of subjective norms in the *theory of planned behavior* put forward by Ajzen (2012), where organizational support can be understood as a form of subjective norms, namely social pressure or expectations from the work environment. When organizations and leaders provide support for certifications, individuals will feel that the behavior is expected, thus reinforcing the interest in following them.

In the context of police agencies, organizational support reflects how institutions pay attention to the development of personnel competencies, whether in terms of facilities, policies, morals, or other forms of physical support. These various forms of support will ultimately make personnel feel more cared for by the organization, so that there is a desire to provide reciprocity. The reciprocity can be in the form of a willingness to participate in various self-development activities, including PBJ certification activities.

Furthermore, various forms of real support at the Bali Regional Police when participating in training and providing adequate learning facilities have been proven to be able to reduce personnel hesitation in carrying out certification. Therefore, the existence of agency support for personnel will have an impact on their interest in doing PBJ certification. As for the implications, it is important for leaders in each work unit or Task Force to give appreciation, not only administratively but also moral support, time, and even funds, in order to provide a sense of security and enthusiasm for personnel to increase their focus in taking certification.

The Influence of Personal Ability on PBJ Certification Interest

The results of the hypothesis test showed that there was a positive and significant influence of self-efficacy on the interest in PBJ certification in police personnel within the Bali Police. These findings illustrate that individuals with high self-efficacy will tend to be more confident to try various new things, including in participating in PBJ certification.

These findings are in line with research by (Liu & Xiao, 2024) which found that employees with stronger self-abilities will have greater intentions in carrying out competency development. Theoretically, this finding also strengthens the internal dimension of perceived behavioral control in the theory of planned behavior proposed by Ajzen (2012), where self-efficacy is part of the perception of internal behavioral control. Individuals with a high level of self-efficacy will feel more capable of carrying out the certification process, so they have greater confidence to engage in such behaviors or activities.

In the context of police agencies, self-efficacy plays a role as the main psychological factor that shapes the readiness of individual personnel in facing various new demands or challenges. Individuals with high self-efficacy will be more confident in facing various self-development activities. Including in complex certification processes such as PBJ certification, personnel with high self-efficacy will be better prepared to carry out various tasks, receive new knowledge, and realize the results of PBJ certification.

Furthermore, personnel who feel they have the ability and confidence tend to be more mentally prepared to face certification exams that are known to have a strict pass rate, including PBJ certification. Therefore, confidence in the individual's ability of personnel will have an impact on their interest in doing PBJ certification. As for the implications, the Bali Police, in this case the fields of human resource development, logistics and education/training functions, need to design pre-training, seminar, or exam simulation programs to foster the confidence of personnel before they carry out the actual certification exam.

The Effect of Workload on PBJ Certification Interest by Mediating Personal Ability

The results of the hypothesis test showed that self-efficacy could not mediate the influence of workload on the interest of PBJ certification in police personnel within the Bali Police. These findings illustrate that workload does not have an indirect effect through self-efficacy on the interest of personnel to participate in PBJ certification.

These findings provide additional perspective on *Ajzen's Theory of Planned Behavior* (2012), specifically regarding how external motivation factors interact with internal dimensions. In this theory, *perceived behavioral control* in the form of self-efficacy should play a role in determining intention, but this result shows that workload as a situational factor, cannot be intervened by self-efficacy. This means that the interest that arises due to the workload is more of a demand of needs than the result of a process of reflection on one's own abilities. In other words, personnel feel they must be certified to handle the workload at hand, regardless of whether they feel capable or competent to carry it out or not.

In the context of police agencies, a high workload may have been considered a common thing by police personnel because the characteristics of police work in general do involve high work pressure. Therefore, a high workload, even if supported by good self-efficacy, is not significant in influencing the confidence of personnel to take part in PBJ certification. These findings confirm that the workload for Bali Police personnel is a burden that motivates individuals to develop to keep up with the demands of their duties.

Furthermore, the reason for the ability to be a mediator is because the motivation that arises from the workload is urgent and structural. Personnel feel that their interest in certification is a response to the demands of their job, so they don't have to wait for being able or competent to be interested in doing it. This interest arises spontaneously as a form of responsibility for tasks within the police environment. As for the implications, the Bali Regional Police through the functions of human resource development, logistics and education/training needs to see that a high workload can be a positive momentum to increase the number of certified personnel. The Bali Regional Police should balance the demands of the workload by providing intensive training that is indeed in accordance with the workload owned by the personnel.

The Effect of Career Motivation on PBJ Certification Interest by Mediating Personal Ability

The results of the hypothesis test showed that self-efficacy can mediate the influence of career motivation on the interest of PBJ certification in police personnel within the Bali Police. These findings illustrate that career motivation has an indirect effect through self-efficacy on personnel's interest in participating in PBJ certification.

This finding also strengthens the assumptions in the *theory of planned behavior* put forward by Ajzen (2012). These findings confirm that behavior in the form of PBJ certification can be shaped by several factors, including career motivation supported by mature self-efficacy. Career motivation represents an *attitude* or attitude in the form of evaluation of the benefits of certification, while self-efficacy represents the internal dimension of *perceived behavioral control*. Thus, individuals with a high level of self-efficacy accompanied by high motivation for career development, will feel more capable and motivated to carry out the certification process.

In the context of police agencies, career motivation is the main factor that plays a major role in shaping certification interests, either directly or through improving one's abilities. Therefore, individual personnel with high career motivation will always develop

themselves so that good self-abilities will be formed, which in the end will create their confidence in participating in PBJ certification. These findings confirm that there is a role of self-efficacy as a psychological factor that can bridge the relationship between motivation and personnel certification interests (Mourali, 2026).

Furthermore, motivation for promotion in the career will turn into real interest if the personnel feel that they have enough self-efficacy to realize their motivation. Self-efficacy acts as a bridge that turns career ambitions into real actions in police personnel. Therefore, career motivation accompanied by confidence in the individual's personal abilities will create their interest in doing PBJ certification. As for the implications, the Bali Police not only need to motivate personnel with career promises, but also have to improve the *skill sets* of personnel so that this motivation leads to interest in certification.

The Effect of Workload on PBJ Certification Interest with Organizational Support Moderation

The results of the hypothesis test showed that organizational support could not moderate the influence of workload on the interest of PBJ certification in police personnel within the Bali Police. These findings illustrate that even with organizational support, this cannot strengthen the influence of workload on the formation of personnel interest in participating in PBJ certification.

These findings provide a unique perspective on the *theory of planned behavior* (Ajzen, 2012) and the theory of *perceived organizational support* (Eisenberger et al., 1986). Theoretically, organizational support is usually expected to be a moderator that strengthens the relationships between variables. However, in these cases, the workload acts as a direct driver that is urgent in nature. This suggests that personnel interest in pursuing certification arises as a direct response to the demands of a large task without depending on the level of support provided by the organization. This means that the workload has become a stand-alone motivation and is strong enough to drive interest, so the presence of organizational support does not have an interaction effect that strengthens the relationship.

In the context of police agencies, the impact of a high workload cannot be solved or reduced by the existence of various forms of organizational support. Therefore, the high workload, even though supported by the support of organizations that care and ensure the welfare of their personnel, is not significant in influencing the confidence of personnel to take part in PBJ certification. This is possible because in the context of the police, a high workload has a structural nature and has become a characteristic of police work, so it is not easy to intervene by organizational support. These findings confirm that organizational support is not able to support workloads in shaping certification interests.

Furthermore, workload as an external factor that drives interest has a very important nature because it relates to his job responsibilities. Organizational support may be beneficial, but it is not a determining factor that strengthens the relationship between workload and interests, because personnel already feel driven by the demands of the task itself. As for the implications, leaders in the Bali Police need to realize that the demands of large tasks are a momentum for improving competence. Leaders need to always ensure

that the workload given remains within reasonable limits so that the interest that arises does not turn into fatigue or *burnout*, and on the contrary can continue to increase the motivation of personnel to carry out certification.

The Effect of Career Motivation on PBJ Certification Interest with Organizational Support Moderation

The results of the hypothesis test showed that organizational support could moderate the influence of career motivation on the interest of PBJ certification in police personnel within the Bali Police. These findings illustrate that organizational support can strengthen the impact of career motivation in shaping personnel interest in participating in PBJ certification.

The results of this study are in line with the *perceived theory of organizational support* put forward by Eisenberger et al. (1986) that when individuals feel high organizational support, there will be an impulse to reciprocate through increased commitment and involvement in activities that support organizational goals, including in the development of self-competence (Cayupe et al., 2023). Furthermore, (Hassanein et al., 2025) stated that the perception of organizational support is formed through individual experience of organizational policies, managerial practices, and social interactions in the work environment. In the context of this study, organizational support strengthens the relationship between career motivation and certification interest by creating an environment conducive for individuals to realize their internal drives. Therefore, the synergy between internal factors, namely career motivation and external factors in the form of organizational support, will be key in increasing personnel participation in PBJ certification.

In the context of police agencies, career motivation has proven to be a major factor in forming an interest in certification, especially when strengthened by organizational support. Therefore, individual personnel with high career motivation, when supported by the organization, will further increase their interest in participating in PBJ certification. These findings confirm that there is a role of organizational support as an external factor that can strengthen the impact of career motivation on personnel certification interests.

Furthermore, personnel with advanced ambitions will feel supported when the organization facilitates their needs, where organizational support serves as a strengthening factor for personnel who already have initial motivation. Therefore, the existence of organizational support will be a strong supporter of career motivation in influencing certification interests. As for the implication, leaders must be sensitive to highly motivated personnel by providing support either in the form of easy access to information and guidance, or support for time, morals, and funds, so that this motivation can increase their spirit of self-development, including in participating in various certifications.

The Effect of Personal Ability on PBJ Certification Interest with Organizational Support Moderation

The results of hypothesis testing showed that organizational support could not moderate the influence of self-efficacy on the interest of PBJ certification in police

personnel within the Bali Police. These findings illustrate that organizational support cannot strengthen the influence of self-efficacy on the formation of personnel interest in participating in PBJ certification.

These findings provide an in-depth perspective on the *theory of planned behavior* (TPB) (Ajzen, 2012). In the framework of the SDGs, self-efficacy as *perceived behavioral control* is a predictor of intention that can stand alone. The results of this study confirm that the influence of *perceived behavioral control* in the form of self-efficacy is so dominant that it no longer requires intervention from external environmental (Prasetyo & Iridiastadi, 2025) factors such as organizational support in forming interests. Although analyzed from the perspective of *perceived organizational support* (POS) theory (Eisenberger et al., 1986), although organizational support is important for the general welfare, in the context of decision-making that tends to be large and work-related, individuals rely more on the self-assessment of their capacity rather than simply the support of the organization.

In the context of police agencies, the role of self-efficacy as an internal factor in shaping certification interest is strong enough, without the need to be supported by organizational support. Therefore, without any reinforcing factors, self-efficacy is considered strong enough in forming confidence that creates the confidence of personnel to take part in PBJ certification. These findings confirm that organizational support is not able to support one's ability to form certification interests.

Furthermore, self-efficacy for Bali Police personnel is a stable psychological capital. Personnel who feel they have the ability tend to remain interested in participating in certification, regardless of the size or size of the support provided by the institution. This shows that interest born from a feeling of being able is a very solid form of motivation and is not easily shaken by external factors. As for the implications, the Bali Police need to design a strategy to increase the number of certified personnel that focuses on strengthening individual capacity. Agencies need to develop certifications related to technical programs that directly target improving the self-abilities of personnel.

CONCLUSION

The results of the study show that workload, career motivation, organizational support, and personal ability each have a positive and significant effect on the interest of Police personnel in participating in PBJ certification, where the higher the job demands that are understood as professional challenges, the stronger the career motivation, the greater the organizational support, and the higher the individual's confidence in their abilities, the higher the interest in certification. Of the four variables, self-efficacy proved to be the most dominant factor, because personnel with high confidence in their abilities tended to be more ready to take part in certification regardless of the amount of organizational support received. Meanwhile, career motivation is an increasingly effective driver when supported by an organizational environment that provides opportunities, facilities, and appreciation for competency development.

Further testing proved that self-efficacy was able to mediate the influence of career motivation on certification interest, but did not mediate the effect of workload showing that career motivation worked through the formation of self-confidence, whereas workload had a direct effect without this mechanism. In addition, organizational support only acts as a moderator on the relationship between career motivation and certification interest, and does not strengthen the relationship between workload and self-efficacy and certification interest, which means that the impact of organizational policies and facilities will be optimal, especially for personnel who already have high career motivation. Overall, these findings confirm that the increase in the number of PBJ-certified personnel requires a synergy between strengthening individual psychological factors, especially self-confidence and motivation, with organizational support oriented towards sustainable career development.

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