



Direct And Indirect Influence Of Career Development And Human Resource Development On Professionalism And Its Impact On Personnel Performance At The Jambi Polda Human Resources Bureau

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Abstract: This research aims to determine and analyze the direct and indirect influence of career coaching and human resource development on professionalism and its impact on personnel performance at the Jambi Regional Police Human Resources Bureau. This is because human resources must receive career coaching and development so as to increase professionalism to encourage increased employee performance. The literature review in this research uses reference sources based on the variables used, namely career coaching, human resource development, professionalism and personnel performance. Where, each variable will be explained definitively, examining dimensions and indicators, as well as the relationship between the variables themselves. The research was conducted using descriptive analysis methods to determine the scale and quantitative analysis (path analysis) based on the research variables used. The research object itself is the Jambi Regional Police Human Resources Bureau with a population and sample of 62 personnel. The research results show that: 1) The total score for the Career Development (X_1) and Human Resources Development (X_2) variables is in the good category, while the Professionalism (Y) and Personnel Performance (Z) variables are in the High category; 2) The Career Development variable (X_1) directly 11.16% and indirectly 17.16% and Human Resources Development (X_2) has a direct influence of 23.33% and indirectly 51.65% on Professionalism (Y); 3) The Career Development variable is directly .92% and indirectly 13.98% (X_1) and HR Development directly 25% and indirectly 45.9% (X_2) has a direct influence on Personnel Performance (Z); 4) The Professionalism Variable (Y) has a direct influence of 33.76% and other factors 66.24% on Personnel Performance (Z); and 5) Career Development (X_1), HR Development (X_2), and Professionalism (Y) variables have a positive and significant influence on

Personnel Performance (Z). Thus, career coaching and human resource development directly and indirectly through professionalism on the performance of personnel at the Jambi Regional Police Human Resources Bureau has a positive and significant effect.

Keywords: Career Development, HR Development, Professionalism, & Performance.

INTRODUCTION

In Principle, Human Resources Are the Only Resources That Determine an Organization. This Is Because Human Resources Are Understood as Strength That Originates from The Human Potential That Exists In An Organization, And Is At Least The Basic Capital For An Organization To Carry Out Activities Through The Effectiveness And Efficiency Of The Organization's Management. This Is Because Human Resources Are All Strengths or Potential Or What Humans Have, Such As: Reason, Feelings Of Affection, Desire For Freedom, Social Feelings, Talent For Communicating With Other People, Creativity, Taste And Work.

Every Individual Certainly Has Competence Within Themselves, Both from Their Innate Qualities and The Experience They Gain During Formal Or Informal Education, Or Through Training And Certain Courses Related To The Profession They Are Going To Pursue. Where, These Competencies Will Be Useful and Able To Support The Implementation Of Work And Work Responsibilities Better, And Run As They Should. However, It Does Not Rule Out the Possibility That a Person Or Individual In The World Of Work Has Certain Limitations At Work.

Human Resource Management Can Essentially Be Seen as A Basic Concept Of Employee Development Which Is The Scope Of Responsibility Of An Organization Or Company, As Well As Individual Development As The Responsibility Of Their Choice Of Role And Expertise. Where, Efforts Are Made to Increase The Quality And Productivity Of The Workforce By Increasing The Qualifications And Competence Of The Workforce In Accordance With The Wishes Of The Employer Through Career Coaching, Self-Development, And So On.

Charli, Et Al (2019:231), Explains That Coaching Is A Totality Of Activities Which Include Planning, Organizing And Using Employees So That They Become Employees Who Are Able To Carry Out Tasks According To Their Respective Fields, So That They Can Achieve Effective And Efficient Performance. Coaching Can Also Be Interpreted As A Better Action, Process, Result Or Statement.

Human Resource Development Is Not Carried Out Solely To Meet Expectations Of Better Final Results From The Work Carried Out, But This Training Itself Is Carried Out So That Employees Are Able To Place Themselves Better In Their Work, Take Responsibility According To Workload And Procedures Without Neglecting Their Work. Given Because It Is Not In Accordance With The Competencies Possessed, Or Shows That The Organization Really Needs These Employees.

According To Kasman (2021:717), Explains That Human Resource Development (*Human Resource Development*) Is A Process To Improve The Ability Of Human Resources To Help Achieve Organizational Goals. Human Resource Capabilities In The Company Can Be Improved Through Training And Education Programs.

Especially In Organizations That Are Public Services And Are Always In Contact With The Wider Community, Of Course An Employee's Abilities Are Challenged To Always Be Optimal And Achieve Optimal Final Results In Carrying Out Their Work. This Is Because Public Or Community Service Requires More Extra Work Power Than Other Jobs, As Well As Always Being Ready At Any Time To Face Various Work Responsibility Problems In Different Work Situations And Conditions Based On The Profession One Is Pursuing.

The Term Profession Always Concerns Work, Although Not All Jobs Are Called Professions. This Means That Professions Tend To Always Be Associated With Professionalism Or Professionalism In The Work Carried Out By An Employee And The Responsibilities Given By Their Superiors. According To Sedarmayanti (2017:41), Professionalism Is A Pillar That Will Position The Bureaucracy As An Effective Machine For The Government And As A Parameter For The Apparatus' Ability To Work Well.

Professional Employees Are People Who Are Relied On And Trusted Because They Are Experts, Skilled, Knowledgeable, Responsible, Diligent, Disciplined And Serious In Carrying Out Their Work Duties. So, Of Course You Have To Be Able To Carry Out Your Work Well So You Can Produce Results *Output* Which Is Maximally In Line With Expectations. For This Reason, Management Must Realize That To Produce *Output* Maximum Results Require Employees Who Are Able To Provide Optimal Performance Results.

According To Ismail (2016: 216), Performance Is The Work Result That Can Be Achieved By Someone In Carrying Out Assigned Tasks Based On The Implementation Process In Accordance With The Authority And Responsibility Given In Order To Achieve Organizational Goals. Good Or Bad Employee Performance Can Influence The Good Or Bad Performance Of The Organization As A Whole. Performance Can Influence The Ongoing Activities Of An Organization, The Better Performance Shown By Employees Will Be Very Helpful In The Development Of The Organization.

Good Employee Performance Does Not Mean That The Employee Always Devotes All His Abilities, But Rather That There Is Feedback Provided By The Organization To Its Employees So That Their Performance Is Optimal. Therefore, To Create Optimal Employee Performance Between The Organization's Management And Its Employees, They Must Reach A Point Of Agreement Which Will Certainly Be Mutually Beneficial To Achieve The Final Goal.

This Cannot Be Separated From And Applies To Government Agencies In The Field Of Public Services, Namely The Jambi Regional Police Human Resources Bureau As Part Of The National Police Institution Based On Republic Of Indonesia Law Number 2 Of 2022. The Jambi Regional Police Human Resources Bureau Is Tasked With Carrying Out Management Functions In The Field Of Human Resource Development, Care And Improvement Of Personnel Welfare, Implementation Of Police Psychology And Personnel Psychology Functions, As Well As Competency Assessment Within The Jambi Regional Police.

Several Problems Were Found When Research Was Carried Out At The Jambi Regional Police Human Resources Bureau, Including That Career Development Carried Out At The Jambi Regional Police Human Resources Bureau Still Had A Factor In Only One Type Of Coaching Which Reached 100%, Namely Physical Development. Spiritual Development Is Only 65%, While Psychological Development Is Still Very Low At 16% Of The Total Number Of Personnel Of 317 People. There Has Been A Decline In Human Resource Development In The Mutation Section In 2022, Only 7 Personnel. There Are Only 27 People Who Have The Opportunity To Develop Through Promotional Activities, So Not All Personnel In The Jambi Regional Police Human Resources Bureau Have Experienced It. Incompatibility In The Placement/Assignment Of 8 (Eight) Personnel, Both In Terms Of Educational Background And Positions Held, Resulting In The Professionalism Of Personnel Not Being Maximized. The Actual Work Achievements Of The Jambi Regional Police Human Resources Bureau Are Still Below 100% Based On Existing Main Tasks.

Based On The Descriptions Of The Research Background Above, The Author Wants To Present The Research Results In The Form Of A Scientific Work In The Form Of A Research Thesis Proposal With The Title "**Direct And Indirect Influence Of Career**

Coaching And Human Resources Development On Professionalism And Its Impact On Personnel Performance At The Jambi Regional Police Human Resources Bureau”

RESEARCH METHODS

The method used in this research is descriptive verification and quantitative methods. According to Sugiyono (2016), the verification method is defined as a research method through proof to test the hypothesis resulting from descriptive research with statistical calculations so that proof results are obtained that show the hypothesis is rejected or accepted. Meanwhile, quantitative can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing hypotheses that have been established. set. The analysis tool used is path analysis. Path analysis (*path analysis*) is a development technique of multiple linear regression. This technique is used to test the magnitude of the contribution addressed by the path coefficient on each path diagram of the causal relationship between variables X1 and X2 on Y and their impact on Z (Supardi, 2013: 271). The magnitude of the direct influence of an exogenous variable on a particular endogenous variable is expressed by the magnitude of the numerical value of the path coefficient (*path coefficient*) from exogenous to endogenous according to Muhidin & Maman (2017:224) can be seen in Figure 1, as below:

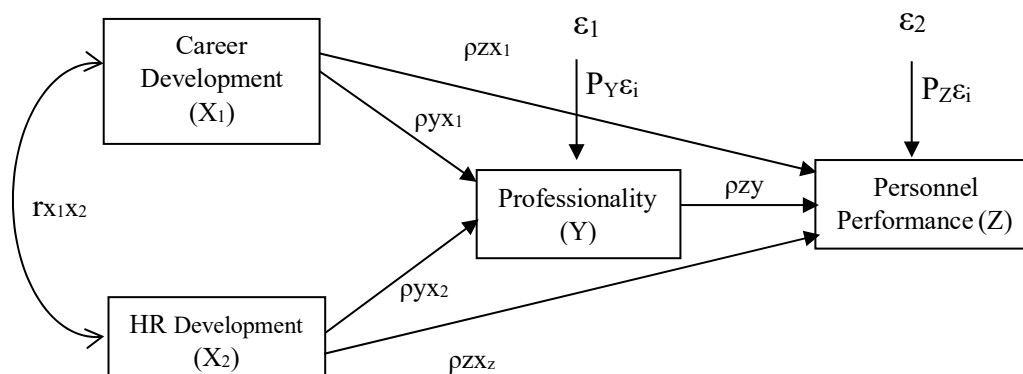


Figure 1
Causal Relationship of X1, X2, Y and Z

Information:

- WITH = Personnel performance
- P_1, P_2, P_3 = Path Coefficient
- X_1 = Career Development
- X_2 = Human Resources Development
- AND = Professionalism
- e = ValueError

FINDINGS AND DISCUSSION

Structural Path Analysis I

Analysis of structural path I is carried out by testing *Statistical Program for Social Science* (SPSS) Version 19. Thus, to be able to find out the amount of contribution and the distribution between the path analysis coefficient values on the career development (X1) and human resource development (X2) variables on professionalism (Y) can be searched for and divided into several parts, including others as follows:

Table 1. Data Processing Results via SPSS Influence X_1 and X_2 Against Y
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,112	,362		,311	,757
	Career Development	,353	,113	,334	3,118	,003
	HR Development	,509	,113	,483	4,516	,000

a. Dependent Variable: Professionalism

Based on the table above, it can be seen that the results of the path coefficient analysis on the variables career development (X_1) and human resource development (X_2) on professionalism (Y) can be seen in the picture, as follows:

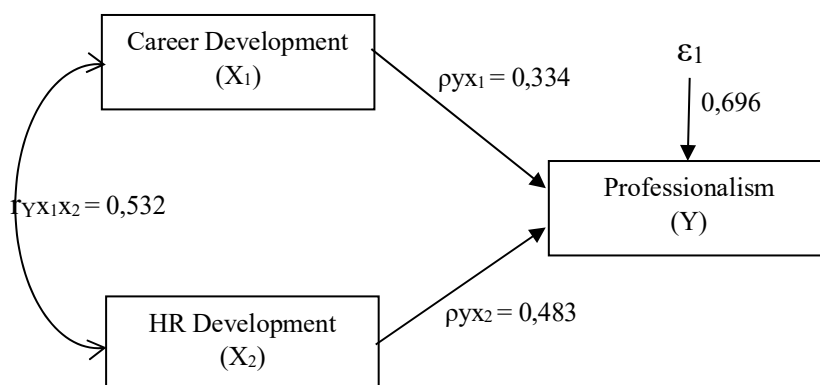


Figure 2. Sub Structure Path Analysis 1

The recapitulation of previous calculations and data analysis can be seen in the table, as follows:

Table 2
Recapitulation of the Direct and Indirect Influence of Career Guidance and Human Resource Development Variables on Professionalism

No	Variable	Direct	Indirect		Sub Total	Total Influence
			X_1	X_2		
1.	Career Development (X_1)	11,16 %		8,58 %	8,58 %	19,74 %
2.	HR Development (X_2)	23,33 %	8,58 %		8,58 %	31,91 %
Influence of X_1, X_2						51,65 %
Influence of Other Factors = $(0,695342)^2 = 0,4835$						48,35%

Source: Processed Data, 2024.

From the description above, it can be explained that the direct influence of career development (X_1) on professionalism (Y) is 11.16% and human resource development (X_2) on professionalism (Y) is 23.33%. Meanwhile, the indirect influence is 8.58%, and the total influence between the career coaching variables (X_1) and human resource development (X_2) on professionalism (Y) is 51.65%.

Structural Path Analysis II

Analysis of structural path II was carried out by testing *Statistical Program for Social Science* (SPSS) Version 19, Thus, to be able to find out the amount of contribution and the distribution between the path analysis coefficient values on the career development (X_1) and

human resource development (X_2) variables on personnel performance (Z) can be searched for and divided into several parts, are as follows:

Table 3
Data Processing Results via SPSS Influence X_1 and X_2 Against Z Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,077	,272		3,965	,000
Career Development	,198	,085	,263	2,324	,024
HR Development	,374	,085	,500	4,421	,000

a. Dependent Variable: Performance

Based on the table above, it can be seen that the results of the path coefficient analysis on the variables of career development (X_1) and human resource development (X_2) on personnel performance (Z) can be seen in the picture, as follows:

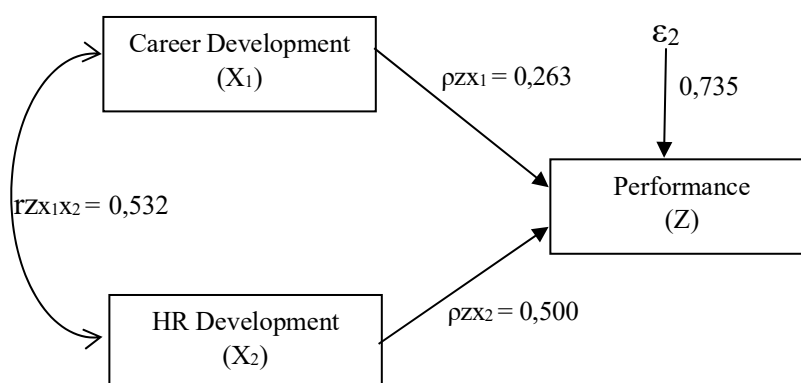


Figure 3
Sub Structure Path Analysis 2

The recapitulation of previous calculations and data analysis can be seen in the table, as follows:

Table 4
Recapitulation of the Direct and Indirect Influence of Career Guidance and Human Resource Development Variables on Personnel Performance

No	Variable	Direct	Indirect X_1 X_2	Sub Total	Total Influence
1.	Career Development (X_1)	6,92 %	6,99 %	6,99 %	13,91%
2.	HR Development (X_2)	25 %	6,99 %	6,99 %	31,99 %
Influence of X_1, X_2					45,9 %
Influence of Other Factors = $(0.73556)^2 = 0,5410$					54,1 %

Source: Processed Data, 2024.

From the description above, it can be explained that the direct influence of career development (X_1) on personnel performance (Z) is 6.92% and human resource development (X_2) on personnel performance (Z) is 25%. Meanwhile, the indirect influence is 6.99%, and the total influence between the career coaching variables (X_1) and human resource development (X_2) on personnel performance (Z) is 45.9%.

Structural Path Analysis III

Analysis of structural path III was carried out by testing *Statistical Program for Social Science* (SPSS) Version 19. Thus, to be able to find out the magnitude of the contribution and the distribution between the path analysis coefficient values of the professionalism variable (Y) on personnel performance (Z) it can be searched for and divided into several parts, including the following:

Table 5
Data Processing Results via SPSS Effect of Y on Z Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,729	,222		7,789	,000
Professionalism	,413	,075	,581	5,532	,000

a. Dependent Variable: Performance

Based on the table above, it can be seen that the results of the path coefficient analysis on the variable professionalism (Y) on personnel performance (Z) can be seen in the picture, as follows:

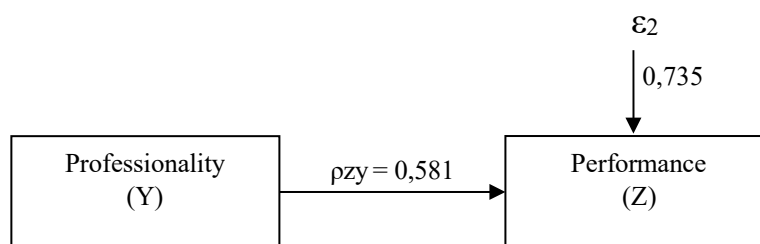


Figure 4
Sub Structure Path Analysis 3

The recapitulation of previous calculations and data analysis can be seen in the table, as follows:

Table 6
Recapitulation of Direct Effects of Path Coefficient Analysis of Professionalism Variables On Personnel Performance

No	Variable	Direct	Sub Total	Total Influence
1.	Professionalism (Y)	33,76 %	33,76 %	33,76 %
Influence of Y on Z				33,76 %
Influence of Other Factors = (0.9884)² = 0,9769				66,24 %

Source: Processed Data, 2024

From the description above, it can be explained that the direct influence of professionalism (Y) on personnel performance (Z) is 33.76%

Structural Path Analysis IV

IV structure path analysis is carried out by testing *Statistical program for Social Science* (SPSS) Version 19. Thus, to be able to find out the amount of contribution and the

distribution between the path analysis coefficient values on the variables career development (X_1), human resource development (X_2), and professionalism (Y) on personnel performance (Z) can be searched and can be seen in the picture, as follows:

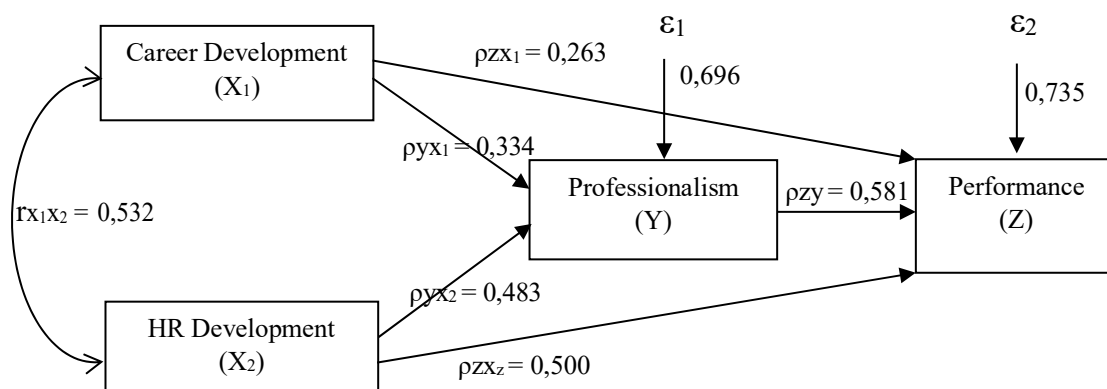


Figure 5
Sub Structure Path Analysis 4

The recapitulation of previous calculations and data analysis can be seen in the table, as follows:

Table 7
Recapitulation of the Direct and Indirect Influence of Career Development and HR Development on Professionalism and Its Impact on Personnel Performance

No	Variable	Variable Intervening AND	Independent Variable		Sub Total Independent Variable	Total
			X_1	X_2		
1.	Career Development (X_1)	5,10 %		3,52 %	3,25 %	8,62 %
2.	HR Development (X_2)	14,03 %	5,16 %		5,16 %	19,19 %
3.	Total Influence Through Intervening Variables	19,13 %				27,81 %

Source: Processed Data, 2024.

Thus, from the calculations and causal relationships described previously, it can be seen that the recapitulation of the influence between the variables of career development, human resource development, and professionalism on personnel performance in the Jambi Regional Police Human Resources Bureau, each of which has a significant influence.

Overview of Career Development, Human Resource Development, Professionalism and Personnel Performance at the Jambi Regional Police Human Resources Bureau

This first discussion is to test the first hypothesis, namely Career Development (X_1), HR Development (X_2), Professionalism (Y) and Personnel Performance (Z) at the Jambi Regional Police Human Resources Bureau. Research data with the characteristics of Career Development (X_1), HR Development (X_2), Professionalism (Y) and Personnel Performance (Z) shows that:

- a. The career coaching received by personnel at the Jambi Regional Police Human Resources Bureau is included in the "Good" criteria with a total score on the career coaching variable (X_1) of 2,308. Thus, with changes, concerns, relationships, and good

learning, personnel will clearly know their main duties and work achievements, as well as career paths in devoting themselves to the agency concerned.

- b. The human resource development of the Jambi Human Resources Bureau is included in the "Good" criteria with a total score on the human resource development variable (X_2) of 2,365. Thus, the existence of work ability, *exposure*, loyalty to the organization, mentors and sponsors, as well as opportunities to grow will provide an increase in the competence and abilities needed for the development of personnel and agencies, especially at the Jambi Regional Police Human Resources Bureau.
- c. The professionalism of personnel at the Jambi Regional Police Human Resources Bureau is included in the "High" criteria with a total score on the professionalism variable (Y) of 1,962. Thus, competence, effectiveness, efficiency and responsibility are several factors that also have an impact on how a person or individual can carry out the work given to them professionally.
- d. Personnel performance at the Jambi Regional Police Human Resources Bureau is included in the "High" criteria with a total score on the personnel performance variable (Z) of 2,995. Thus, the quality of work, quantity of work, responsibility, cooperation and initiative can be used as a basis for knowing how individuals who are given work responsibilities to carry out can work well, so that in the end maximum results can be achieved.

The Influence of Direct and Indirect Career Development on Professionalism

Based on hypothesis testing that has been carried out previously, it can be seen that partial career coaching has a positive and significant influence on the professionalism of personnel at the Jambi Regional Police Human Resources Bureau. This can be seen from the Coefficient test results which show the t count greater than t table and the significance obtained was $0.003 < 0.05$.

Furthermore, through path analysis, it can be seen that the total value of the direct influence of career development variables on professionalism is positive at 11.16%, and the indirect influence is 8.58%, so the total influence is 19.74%. So, this shows that career coaching directly and indirectly has an influence on professionalism, where the direct influence has a greater value than the indirect influence. Thus, it can be explained that the better career coaching received by personnel at the Jambi Regional Police Human Resources Bureau will increase their professionalism at work, both when they are in the office (agency) and when receiving assignments and workload outside the office (field). Muprihan (2007:28-29), explains that qualitatively, every career development effort carried out by organizational leaders will somehow have a changing impact on employee behavior. A guidance that a career must be carried out well, directed and sustainable so that it really has a real impact or influence on employee work behavior.

The Influence of Direct and Indirect Human Resource Development on Professionalism

Based on the hypothesis testing that has been carried out previously, it can be seen that partial human resource development has a positive and significant influence on the professionalism of personnel at the Jambi Regional Police Human Resources Bureau. This can be seen from the Coefficient test results which show the t count greater than t table and the significance obtained was $0.000 < 0.05$.

Furthermore, through path analysis, it can be seen that the total value of the direct influence of HR development variables on professionalism is positive at 23.33%, and the indirect influence is 8.58% and the total influence is 31.91%. This shows that directly and

indirectly human resource development has an influence on professionalism, where the direct influence has a greater value than the indirect influence.

Thus, it can be explained that the better the HR (personnel) development program carried out by the Jambi Regional Police Human Resources Bureau, the greater the professionalism in work which can be demonstrated by the presence of additional insight, abilities and skills that support the implementation of the agency's duties.

According to Kasman (2021:715), explains that in the corporate world itself, human resource development is very important, because having human resources that can meet the company's operational needs and have a high sense of responsibility can have an impact on their ability to work.

Direct and Indirect Influence of Career Coaching and Human Resource Development Together on Professionalism

Based on the hypothesis testing that has been carried out previously, it can be seen that career coaching and HR development simultaneously have a positive and significant influence on the professionalism of personnel at the Jambi Regional Police Human Resources Bureau. This can be seen from the results of the ANOVA test which shows the F Count greater than F Table and the significance obtained was $0.000 < 0.05$.

Furthermore, through path analysis, it can be seen that the total value of the direct and indirect influence of career coaching and HR development variables on professionalism is 51.65%. Where, obtaining this value can explain that directly and indirectly career coaching and HR development contribute to professionalism by 51.65% which shows the same value as the coefficient of determination of R Square of 0.516.

From the obtained R Square value, it can be explained that professionalism in the Jambi Regional Police Human Resources Bureau can be influenced by career coaching and HR development with a value of 51.65% while 48.35% is influenced by other factors not included in the path analysis in model or structure 1 of the research conducted. So, it can be explained that the better the career coaching and human resource development, the higher the professionalism in carrying out the work given.

Suparjo and Endang (2019:200), explain that career development will provide employees with the opportunity to achieve a better career life and obtain a better position in the organization. By doing this, the efficiency of the organization will increase. On the other hand, employees are a resource and asset for an organization. If they are skilled and trained, their performance will be better than those who are unskilled and untrained.

Having career coaching provided in a real and regular manner, and of course through a real evaluation process, will provide a clear picture for employees in every field of work they carry out. This means that every work process they pursue has a path or level where they are able to be more confident in being able to pursue a real career in the future in support of that profession.

Career development itself cannot be separated from efforts to develop human resources to become the main asset in driving the organization. Through various developments related to their potential and abilities, employees will have more confidence in themselves to be able to work professionally, and of course this is recognized by the organization concerned and other public audiences.

Sukmana and Azis (2023:239), explain that The author needs to analyze the influence of employee competence on human resource professionalism because employee competence is a characteristic inherent in a person which causes a person to be able to predict the surrounding environment in a job or situation.

Professionalism in a person in the world will not appear by itself, and not all jobs are certain types of professions that require work professionalism, so usually an organization will

carry out an evaluation process related to this professionalism in various ways, which in this research is through career coaching and development. Human resources can be said to be the main asset in an organization.

The Influence of Career Coaching Directly and Indirectly on Personnel Performance

Based on the hypothesis testing that has been carried out previously, it can be seen that partial career coaching has a positive and significant influence on the performance of personnel at the Jambi Regional Police Human Resources Bureau. This can be seen from the results of the Coefficient test in table 4.17 which shows the t_{count} greater than t_{table} and the significance obtained was $0.024 < 0.05$.

Furthermore, through path analysis, it can be seen that the total value of the direct influence of career coaching variables on personnel performance is positive at 6.92%, from which an indirect influence of 6.99% and a total influence of 13.91% are also obtained. So, this shows that career coaching directly and indirectly has an influence on personnel performance, where the direct influence has a smaller value than the indirect influence.

Thus, it can be explained that the better the career development carried out by the Jambi Regional Police Human Resources Bureau through various appropriate programs, the performance achievements of the personnel in the Jambi Regional Police Human Resources Bureau will improve compared to before. This is also supported by Charli, et al (2019:236), explained that by providing coaching, employees will be able to continuously improve the quality of their work and develop the quality of their work well.

The Influence of Human Resource Development Directly and Indirectly on Personnel Performance

Based on the hypothesis testing that has been carried out previously, it can be seen that partial human resource development has a positive and significant influence on the performance of personnel at the Jambi Regional Police Human Resources Bureau. This can be seen from the results of the Coefficient test in table 4.17 which shows the t_{count} greater than t_{table} and the significance obtained was $0.000 < 0.05$.

Furthermore, through path analysis, it can be seen that the total value of the direct influence of HR development variables on personnel performance has a positive value of 25%, which also results in an indirect influence of 6.99% and a total influence of 31.99% (table 4.18). So, this shows that directly and indirectly HR development has an influence on personnel performance, where the direct influence has a greater value than the indirect influence.

Thus, it can be explained that the better the HR development carried out by the Jambi Regional Police Human Resources Bureau through various kinds of evaluations and development programs, it will ultimately improve the performance of the Jambi Regional Police Human Resources Bureau personnel with the implementation of the development results obtained.

According to Monalis, et al (2020:280), explains that investment in human resource development (such as: learning, training and system development, providing rewards and recognition, as well as providing a climate information system for human resource development) will encourage increased performance both individually and in the organization.

Direct and Indirect Influence of Career Coaching and HR Development Together on Personnel Performance

Based on the hypothesis testing that has been carried out previously, it can be seen that career coaching and HR development simultaneously have a positive and significant

influence on the performance of personnel at the Jambi Regional Police Human Resources Bureau. This can be seen from the results of the ANOVA test which shows the F Count greater than F Table and the significance obtained was $0.000 < 0.05$.

Furthermore, through path analysis, it can be seen that the total value of the direct and indirect influence of career coaching and HR development variables on performance is 45.9%. Where, obtaining this value can explain that directly and indirectly career coaching and HR development contribute to personnel performance by 45.9%, which shows the same value as the coefficient of determination of R Square of 0.459.

From the obtained R Square value, it can be explained that the performance of personnel in the Jambi Regional Police Human Resources Bureau can be influenced by human resource coaching and development with a value of 45.9% while 54.1% is influenced by other factors not included in the path analysis in model or structure 2 of the research conducted. So, it can be explained that the better the career coaching and human resource development, the higher the performance of the personnel provided in carrying out each job.

Katharina and A.A Sagung (2020:4), The results of his research show that the better the company manages career development, the greater the employee performance will be. Career development plays a role in providing development of employee abilities in carrying out work so that if employees can develop well then the employee's performance will always improve.

Career coaching is not merely a tactic and strategy for an organization to show management's concern for its subordinates. However, this can be an indication that the future of employees working in an organization is guaranteed and will have some *prestige* separately for the future.

This implementation certainly requires a regular process because it will be followed by a human resource development program in which employees will pass certain competency tests, so that the organization's management can also see the development of the results of their work without experiencing significant feelings of disappointment.

Salim and Saba (2013:203), concluded that to improve employee performance, organizational support for career development is an important part. This increases employee morale, which in turn increases their productivity and work output.

Thus, career coaching and human resource development can be used as one of the main foundations in showing concern for the organization's management, in addition to other factors such as work environment, organizational culture, safety and work stress and so on so that optimal performance is obtained from its employees. in carrying out daily work.

The Direct Influence of Professionalism on Personnel Performance in the Jambi Regional Police Human Resources Bureau

Based on the hypothesis testing that has been carried out previously, it can be seen that professionalism simultaneously has a positive and significant influence on the performance of personnel at the Jambi Regional Police Human Resources Bureau. This can be seen from the results of the ANOVA test which shows the F_{count} greater than F_{table} and the significance obtained was $0.000 < 0.05$.

Furthermore, through path analysis it can be seen that the total value of the direct influence of professionalism on performance is 33.76%. This value can explain that professionalism directly contributes to personnel performance by 33.76%, which shows the same value as the coefficient of determination of R Square of 0.338.

From the obtained R Square value, it can be explained that the performance of personnel in the Jambi Regional Police Human Resources Bureau can be influenced by professionalism with a value of 33.76% while 66.24% is influenced by other factors not included in the path analysis of the model or structure. 3 of the research conducted. So, it can

be explained that the higher the professionalism, the higher the performance of the personnel provided in carrying out each job.

Hakim (2022:47), explains that if employee integrity and professionalism are maximized, then employee work productivity will automatically increase. In this discussion, the author concludes that the two independent variables above show a very significant influence, meaning that without high integrity and professionalism, employee work productivity cannot be increased or achieved optimally.

Good performance certainly begins with good direction and arrangements by the management of an organization, which can basically be known the first time someone works in the place concerned. However, how to respond to issues and problems that arise in carrying out work is of course a priority so that it does not result in performance decreasing and having a negative impact on oneself or the organization concerned.

Purnamayanti and Indiani (2020:370), explain that with high professionalism it is hoped that high employee performance can be achieved by employees. Without professionalism, employees will not be able to work according to the company's expectations, so as a result employee performance will be low, so that the company's goals will not be achieved optimally.

Thus, in carrying out work in order to obtain maximum and optimal results whether done inside or outside the office, an employee should continue to act professionally as determined by the organization because the more positive the ethics and profession shown, the less likely it is that performance will decline. previously.

Direct and Indirect Influence of Career Development and Human Resource Development Through Professionalism on Personnel Performance at the Jambi Regional Police Human Resources Bureau

The influence of career development (X_1) through professionalism (Y) on personnel performance (Z) is 5.10%, HR development (X_2) through professionalism (Y) on personnel performance (Z) is 14.03%. Meanwhile, the influence of Career Development (X_1) through Professionalism (Y) and HR Development (X_2) is 3.52% and the influence of HR Development (X_2) through Professionalism (Y) and Career Development (X_1) is 5.16%. So the total influence of Career Development (X_1) and HR Development (X_2) on personnel performance (Z) through Professionalism is 27.81%.

Thus, the results obtained in this research, which were obtained from the calculations and causal relationships described above, can be seen as a recapitulation of the influence between the variables of career development, human resource development, and professionalism on the performance of personnel in the Jambi Regional Police Human Resources Bureau respectively. each has a significant influence.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Description of the Implementation of Career Development, Human Resource Development, Professionalism and Personnel Performance at the Jambi Regional Police Human Resources Bureau based on the results of descriptive analysis, namely:
 - a. The career development received by personnel at the Jambi Regional Police Human Resources Bureau is on average included in the Good category.
 - b. The HR development provided to personnel at the Jambi Regional Police Human Resources Bureau is on average included in the Good category.
 - c. The professionalism or work professionalism of personnel at the Jambi Regional Police Human Resources Bureau is on average included in the High category.

- d. The performance of personnel in the Jambi Regional Police Human Resources Bureau is on average included in the High category, and obtained a higher total score than the other three variables
2. Career coaching and human resource development on the professionalism of personnel at the Jambi Regional Police Human Resources Bureau have a positive and significant effect. The direct influence of Career Development (X_1) on Professionalism (Y) is 11.16% and HR Development (X_2) on Professionalism (Y) is 23.33%. The total indirect effect of Career Development (X_1) and HR Development (X_2) on Professionalism (Y) is 17.16%. Thus, the total direct and indirect influence of the Career Development (X_1) and HR Development (X_2) variables on Professionalism (Y) is 51.65%. while 48.35% is influenced by other variables
3. Career coaching and human resource development on personnel performance at the Jambi Regional Police Human Resources Bureau have a positive and significant effect. The direct influence of Career Development (X_1) on Personnel Performance (Z) is 6.92% and HR Development (X_2) on Personnel Performance (Z) is 25%. The total indirect effect of Career Coaching (X_1) and HR Development (X_2) on Personnel Performance (Z) is 13.99%, so the total direct and indirect effect of Career Coaching (X_1) and HR Development (X_2) on Personnel Performance (Z) amounted to 45.9%, while the influence of other variables was 54.1%.
4. Professionalism on the performance of personnel at the Jambi Regional Police Human Resources Bureau has a positive and significant effect. The direct influence of Professionalism (Y) on Personnel Performance (Z) is 33.76%, while the influence of other variables is 66.24%.
5. The total influence of career development (X_1) through professionalism (Y) and human resource development (X_2) on personnel performance (Z) is 9.029%. The total influence of HR development (X_2) through professionalism (Y) and career development (X_1) on personnel performance (Z) is 19.19%. The total influence of Career Development (X_1) and Human Resources Development (X_2) through intervening variables is 27.81%. Thus, the more professional the personnel at the Jambi Regional Police Human Resources Bureau, the higher the performance of the personnel at the Jambi Regional Police Human Resources Bureau.

Suggestion

1. For academic purposes, it is necessary to carry out further research on the influence of career coaching, human resource development and professionalism on the performance of POLRI personnel to test the validity of the results of this research and to increase the horizons of the development of human resource management science. If necessary, future researchers can use other research models to look at direct and indirect influences other than career coaching, human resource development and professionalism on the performance of POLRI personnel.
2. Considering that career coaching is included in the good criteria, this should be a consideration for providing career coaching that is truly on target and meets the needs required for each POLRI personnel.
3. Considering that human resource development is included in the good criteria, this should be a concern for the POLRI leadership so that they are able to re-evaluate what development is needed in the future.
4. Considering that professionalism is included in the high criteria, this should be the main concern of the highest management, section heads and other sub-units so that they can maintain it and become even better.
5. Considering that performance is included in the high criteria, this should continue to be

maintained by carrying out various kinds of necessary evaluations periodically.

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