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Determinants of Operational Performance Among Brimob Personnel: The Roles of Tactical Training, Work Motivation and Competence

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Abstract: This study examines the effects of tactical training, work motivation, and competence on the operational performance of Brimob Company 3 members in Sungai Penuh City. The study was designed as causal quantitative research. The population consisted of all 60 personnel in the unit, and because the population was fully accessible, the study used saturated sampling. Data were collected through a Likert scale questionnaire and analyzed with Partial Least Squares Structural Equation Modeling using SmartPLS. The measurement model met the required validity and reliability criteria after several indicators with inadequate loadings were removed. The structural model showed that tactical training had a positive and significant effect on operational performance with a path coefficient of 0.398 and a probability value of 0.000. Work motivation also had a positive and significant effect with a coefficient of 0.277 and a probability value of 0.017. Competence had the strongest positive and significant effect with a coefficient of 0.429 and a probability value of 0.000. The model explained 47.6 percent of the variance in operational performance, indicating moderate explanatory power. These findings confirm that performance improvement in tactical police units requires stronger training quality, sustained work motivation, and systematic competence development.

Keywords: Tactical Training, Work Motivation, Competence, Operational Performance, SmartPLS.

INTRODUCTION

Human resources remain the decisive factor in whether organizational goals are achieved, because operational targets are ultimately realized through the quality, discipline, and consistency of the people who execute them. In the human resource management literature, performance is not interpreted solely as the quantity of output produced, but also as accuracy, timeliness, procedural compliance, cooperation, and responsibility in carrying out work according to organizational standards (Jufrizen & Kandhita, 2021; Suhermin, Rahayu, & Shabrie, 2024; Suhermin, Rahayu, Zahro, et al., 2024). In organizations whose work is field based and high risk, the issue of performance becomes even more strategic because a small

decline in readiness or coordination can affect the success of operations and public trust in the institution.

For tactical police units, operational performance has consequences that extend beyond internal productivity. It is closely related to the effectiveness of public security operations, adherence to standard procedures, rapid response to dynamic situations, and the reliability of coordinated action in the field. In this context, operational performance should be understood as a multidimensional construct that reflects not only task completion, but also the quality, precision, discipline, and readiness with which duties are executed (Lasri et al., 2026; Mayastinasari & Suseno, 2025). Because Brimob personnel routinely work under pressure, the determinants of performance in this setting deserve closer empirical attention.

One variable that is theoretically relevant to operational performance is tactical training. Tactical training is not merely routine instruction, because it is intended to strengthen technical mastery, procedural understanding, response speed, teamwork, and readiness for actual field situations. Training that is relevant to work demands can support the transfer of learning into operational behavior and therefore improve performance quality in practical settings. Empirical studies generally show that structured and job relevant training programs contribute positively to competence formation and employee performance when the content is aligned with the nature of the task and followed by adequate evaluation (Bahri & Salsiati, 2025; Prisia et al., 2024). In a tactical police unit, this issue becomes more important because training quality directly influences how personnel interpret and execute operational procedures.

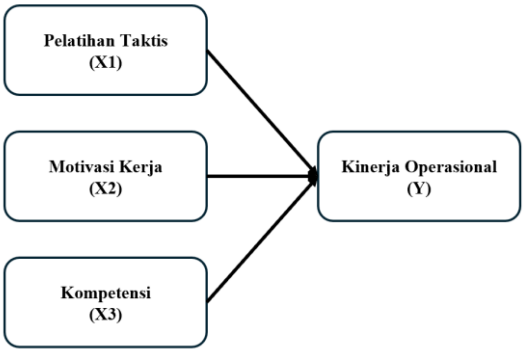
Work motivation is another determinant that deserves attention because it influences the direction, intensity, and persistence of work behavior. Personnel who have stronger morale, commitment, responsibility, and achievement orientation are more likely to maintain their performance even when they face demanding assignments. Previous studies consistently indicate that work motivation contributes positively to employee performance and often strengthens the effectiveness of other human resource interventions (Nor et al., 2023; Yulia & Lahindah, 2024). In a tactical setting, motivation is not a peripheral issue, but a core psychological resource that helps personnel sustain discipline and commitment under operational pressure.

Competence also plays a central role because it reflects the integration of knowledge, technical skill, professional attitude, adaptability, and judgment required to perform correctly in the field. Personnel with stronger competence are generally more capable of understanding assignments, applying procedures, making situational decisions, and working effectively in teams. Prior studies support the view that competence is a direct predictor of performance, although the magnitude of its effect may vary across organizational contexts and work systems (Nurhayati & Wijayanti, 2023; Yulia & Lahindah, 2024). For Brimob personnel, competence is especially consequential because operational assignments demand both speed and correctness in execution.

The main research gap of this study lies in the limited empirical evidence that simultaneously examines tactical training, work motivation, and competence in a tactical police environment. A considerable number of previous studies were conducted in administrative agencies, educational institutions, companies, or general public organizations, whereas research in Brimob units remains relatively limited (Mustanir et al., 2025; Wahyurudhanto, 2026). In addition, prior findings tend to discuss training, motivation, or competence separately, even though in practice these three variables may jointly shape operational performance. This contextual and empirical limitation provides a clear rationale for testing the model in Company 3 Battalion B Pelopor of the Mobile Brigade Corps in Sungai Penuh City.

Based on that gap, this study aims to examine whether tactical training, work motivation, and competence significantly affect the operational performance of Brimob Company 3 members in Sungai Penuh City, both individually and within one structural model. The study contributes in at least three ways. First, it extends human resource management discussion into

a field based tactical police unit characterized by procedural discipline and operational risk. Second, it tests an integrated model of three relevant human resource variables rather than isolated direct relationships. Third, it provides practical evidence for managers regarding which factor should receive priority in performance improvement policies. Referring to the proposed model, the hypotheses of this study state that tactical training, work motivation, and competence have positive effects on operational performance (Iskandar, 2021; Mustanir et al., 2025).



Source: Developed by the authors, 2026

Figure 1. Conceptual Framework

METHOD

Research Design

This study used a causal quantitative design. The model examined the effects of three exogenous constructs, namely tactical training, work motivation, and competence, on one endogenous construct, namely operational performance. A quantitative approach was selected because it allows theoretical relationships among latent variables to be tested through standardized measurement and inferential analysis (Septiano, Sari, et al., 2025; Sinurat et al., 2024; Sugiyono, 2021).

Population and Sample

The study was conducted at Company 3 Battalion B Pelopor of the Mobile Brigade Corps in Sungai Penuh City, Jambi Province, during 2026. The population consisted of all 60 members of the unit. Because the total population was limited and fully accessible, this study used saturated sampling, so the sample size was equal to the population size, namely 60 respondents (Sugiyono, 2021). The use of saturated sampling strengthens internal coverage because the study represents the full operational unit rather than a partial subset.

Measurement

Primary data were collected through a closed ended questionnaire using a five point Likert scale ranging from strongly disagree to strongly agree. Tactical training was measured through indicators related to training material quality, relevance to field tasks, understanding of tactical procedures, response speed, action accuracy, post training evaluation, and task readiness. Work motivation covered morale, commitment, responsibility, loyalty, recognition, achievement orientation, and self development. Competence included task knowledge, technical skill, procedural application, decision making, teamwork, adaptability, and professional attitude. Operational performance reflected quantity, quality, timeliness, readiness, discipline, teamwork, and task effectiveness. The instrument was adapted to the operational context of the unit so that each item reflected work realities faced by Brimob personnel.

Data Collection Procedure

Questionnaires were distributed directly to members of the unit after permission for the study had been obtained from the relevant organizational authority. Respondents completed the instrument based on their perceptions of tactical training, work motivation, competence, and operational performance within their unit. The use of self-administered questionnaires was

considered suitable because the variables under study involved perceptions, attitudes, and evaluations of work conditions that were best captured from the members themselves.

Data Analysis

The data were analyzed using Partial Least Squares Structural Equation Modeling with SmartPLS. The analysis involved evaluation of the measurement model through outer loading, average variance extracted, Cronbach alpha, rho_A, composite reliability, Fornell-Larcker criterion, cross loading, and heterotrait-monotrait ratio. The structural model was then assessed by examining path coefficients, probability values, coefficient of determination, and effect size. This approach is appropriate for latent variable analysis with relatively small samples and flexible distributional assumptions (Sugiyono, 2021). Indicators with loadings below the acceptable threshold were removed in order to obtain a more stable and representative measurement model before structural testing was conducted.

RESULTS AND DISCUSSION

The empirical analysis was organized into respondent characteristics, descriptive results, measurement model evaluation, structural model estimation, and discussion of the findings. The results directly answer the research question concerning the effects of tactical training, work motivation, and competence on operational performance in the studied tactical police unit.

Respondent Profile

Table 1. Respondent Profile

Category	Group	Frequency	Percentage
Gender	Male	60	100%
	Female	0	0%
Education	Senior high school	17	28%
	Diploma	9	15%
	Bachelor	29	48%
	Master	5	9%

Source: Primary data processed, 2026.

Table 1 shows that all respondents were male, which reflects the actual composition of the operational unit. In terms of education, the largest group held a bachelor degree, followed by senior high school, diploma, and master degree qualifications. This profile suggests that the respondents had sufficient formal educational background to understand both the questionnaire items and the operational context being assessed.

Descriptive Results

Table 2. Descriptive Statistics of the Constructs

Construct	Mean	TCR (%)	Category
Tactical Training	3.85	76.95	Fairly good
Work Motivation	3.84	76.81	Fairly good
Competence	3.95	78.95	Fairly good
Operational Performance	3.83	76.52	Fairly good

Source: Primary data processed, 2026.

The descriptive results indicate that all constructs were perceived at a moderately positive level. Competence obtained the highest mean and percentage score, whereas operational performance obtained the lowest. Although all variables remained in the category of fairly good perception, the pattern suggests that respondents tended to evaluate their capability slightly higher than the realized quality of operational implementation. This difference is useful for managerial interpretation because it points to a performance translation issue rather than a complete absence of capability.

Measurement Model Evaluation

Table 3. Reliability and Convergent Validity

Construct	Items	Loading range	Alpha	rho_A	CR	AVE
Tactical Training	7	0.797-0.879	0.930	0.940	0.943	0.703
Work Motivation	4	0.715-0.891	0.787	0.991	0.850	0.589
Competence	4	0.744-0.841	0.806	0.841	0.870	0.627
Operational Performance	5	0.703-0.783	0.816	0.822	0.871	0.576

Source: SmartPLS output, 2026.

The measurement model achieved acceptable psychometric quality after eight indicators with outer loadings below 0.70 were removed. The retained indicators showed loading ranges above the minimum threshold, all constructs produced average variance extracted values greater than 0.50, and reliability coefficients exceeded 0.70. In addition, the Fornell-Larcker criterion and heterotrait-monotrait ratio supported discriminant validity because interconstruct separation remained adequate. These results indicate that the final instrument was suitable for structural testing despite the need for indicator purification, a step that is common in latent variable modeling when some items do not represent the construct strongly enough.

Structural Model and Hypothesis Testing

Table 4. Structural Model Results

Hyp.	Path	Beta	t	p	f2	Decision
H1	Tactical Training -> Operational Performance	0.398	4.865	0.000	0.284	Supported
H2	Work Motivation -> Operational Performance	0.277	2.379	0.017	0.139	Supported
H3	Competence -> Operational Performance	0.429	4.367	0.000	0.328	Supported

Source: SmartPLS output, 2026.

The structural model demonstrates that all three hypothesized direct effects were positive and statistically significant. Tactical training had a coefficient of 0.398, work motivation had a coefficient of 0.277, and competence had a coefficient of 0.429. The coefficient of determination for operational performance was 0.476, with an adjusted value of 0.448, indicating moderate explanatory power. Competence also had the largest effect size, followed by tactical training and work motivation, which means competence was the most influential predictor in the model.

Effect of Tactical Training on Operational Performance

The positive and significant effect of tactical training indicates that better training quality is associated with stronger operational performance among Brimob personnel. This finding implies that tactical training contributes not only to procedural understanding, but also to response readiness, action accuracy, and confidence during field assignments. The result is consistent with the broader argument that job relevant training strengthens operational capability and improves work performance when the content is aligned with work demands and followed by effective evaluation (Bakari et al., 2025; Wijaya et al., 2023). In the present study, tactical training appears to function as a direct mechanism for standardizing how personnel interpret and execute tasks. This is particularly important in a tactical police environment because operational mistakes often arise not only from lack of willingness, but from inconsistent procedural understanding. The descriptive pattern also suggests that understanding of operational procedures remains an area requiring continuous reinforcement. Therefore,

training policy should prioritize scenariobased simulation, after action review, and regular refreshment sessions so that learning transfer becomes more stable in actual field practice.

Effect of Work Motivation on Operational Performance

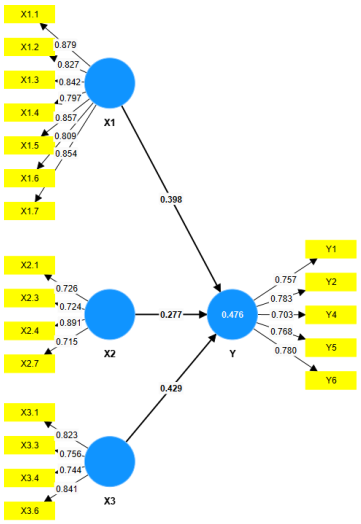
Work motivation also had a positive and significant effect, although its magnitude was smaller than the effects of tactical training and competence. This finding confirms that personnel performance is shaped not only by technical resources, but also by psychological energy and commitment. In tactical units, members are expected to maintain discipline, persistence, and morale under demanding and sometimes unstable conditions. The result supports prior evidence that morale, commitment, and self-development orientation contribute positively to work outcomes by sustaining task persistence and responsibility (Abyadi et al., 2025; Azhari & Romilah, 2025; Septiano, Verafirma, et al., 2025). The relatively smaller coefficient does not mean that motivation is unimportant. Instead, it suggests that motivation operates as a supporting driver that helps available skills and training translate into actual performance. Practically, this means that commanders and unit leaders should not rely only on formal capability development, but also maintain recognition systems, supervisory support, internal communication, and fair appreciation of performance so that members remain committed to unit objectives.

Effect of Competence on Operational Performance

Competence emerged as the most dominant predictor of operational performance. This means that members who are better able to understand tasks, apply procedures, make decisions, adapt to situational change, and demonstrate professional behavior are more likely to deliver stronger operational performance. The finding is consistent with the view that competence is a foundational resource that determines how effectively individuals can perform their assigned duties (Ilham, 2025; Purwito et al., 2025). In a tactical police setting, competence becomes highly consequential because personnel must act correctly and quickly in situations that may involve uncertainty, time pressure, and operational risk. The result suggests that performance improvement will be more sustainable when competence development is treated as a long term agenda rather than a one time activity. Competence should therefore be strengthened through technical coaching, repeated field simulation, mentoring, and periodic assessment that identifies gaps between expected and actual capability. Because competence had the largest effect size in this study, it deserves priority in unit level performance management.

Model Explanatory Power and Managerial Implications

The model explained 47.6 percent of the variance in operational performance, which can be categorized as moderate explanatory power. This indicates that tactical training, work motivation, and competence are meaningful determinants of operational performance, yet they do not capture the whole performance system. Other variables such as leadership, discipline, organizational climate, work environment, command communication, and operational support may also play important roles in this context (Khoirurrahman et al., 2022; Nuruzzaman, 2022). Even so, the practical implication of the present findings is clear. Performance improvement policies in tactical units should not rely on only one intervention. Managers should integrate more procedure oriented tactical training, build motivation through recognition and internal support, and prioritize competence development because competence contributes the largest effect in the current model. This study is also subject to several limitations. It was conducted in one Brimob unit with a cross-sectional design and relied on self-reported questionnaire data. Therefore, the findings should be interpreted as context specific evidence and future studies may improve the model by adding organizational variables, using broader police samples, or combining survey data with supervisory assessment of operational performance.



Source: SmartPLS output, 2026.

Figure 2. Structural model of the effects of tactical training, work motivation, and competence on operational performance.

CONCLUSION

This study concludes that tactical training, work motivation, and competence all have positive and significant effects on the operational performance of Brimob Company 3 members in Sungai Penuh City. Competence is the strongest predictor, followed by tactical training and work motivation. The structural model provides moderate explanatory power, which means that these three variables meaningfully explain operational performance but do not exhaust all relevant determinants.

The findings imply that tactical police organizations should improve procedure based training quality, maintain motivational support systems, and place competence development at the center of performance management. In theoretical terms, the study extends human resource management evidence into a field based police unit with a high risk operational context. In practical terms, the study provides a clearer basis for prioritizing interventions that are most likely to strengthen operational readiness and performance consistency.

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