

Building Police Mental Resilience in 2025: The Role of Self-Efficacy and Perceived Organizational Support in Strengthening the Resilience of Samapta Directorate Members

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Abstract

Working as a police officer requires readiness to face the risk of danger and heavy workload, high pressure when facing threats and uncertain situations. This study was motivated by the phenomenon of the discovery of a low level of resilience of police members. Self-efficacy and perceived organizational support are assumed to be supporting factors in the formation of resilience of police members of the Samapta Directorate. This study aims to examine the role of self-efficacy and perceived organizational support in increasing the resilience of police members of the Samapta Directorate of the DIY Regional Police. This study uses a quantitative method with an explanatory survey research type. The sample of this study used 122 members of the Samapta Directorate of the DIY Regional Police who were selected using the proportionate stratified random sampling technique. Resilience was measured using the CD-RISC 10 scale, self-efficacy is measured by the GSE scale and POS is measured by the SPOS scale. Hypothesis testing using multiple regression analysis with the help of JASP 19.3 program. The results showed that self-efficacy and perceived organizational support had a significant effect on resilience and proved to be a factor in shaping the resilience of Samapta Directorate members with a significance value of $0.001 < (0.05)$.

Keywords: Perceived Organizational Support, Self Efficacy, Samapta Directorate Members



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INTRODUCTION

Resilience is important for individuals who can describe the individual's capacity to manage stress and recover from stressful conditions, this is very relevant for police officers who are often faced with various stressful situations. The Indonesian National Police is a state security apparatus that has the task of enforcing the law, maintaining public security and order, providing protection for the community and conducting investigations into criminal acts. This can be proven by ensuring order and security, upholding the law and protection from violence and crime (Law No. 2, 2002). Police officers as the first element that interacts directly with the community are tasked with serving the community, preventing crime and dealing with incidents of violence (Lee et al., 2021). Police officers who face various heavy work demands, low job control, lack of support and a work environment that tends to be negative will experience more stress and fatigue when working (Cheung & Li, 2023). The police as a component of government are considered to have fairly high job demands and job risks and are vulnerable to experiencing stress (Wolter et al., 2019).

One of the implementing elements under the leadership of the Regional Police Chief is the Samapta Directorate (Aprianty et al., 2023). The Samapta Directorate is an implementing unit that has a special task in providing services to the community which includes Turjawali (regulation, guarding, escorting and patrolling), Dalmas (crowd control), SAR (search and rescue), K-9 (animal assistance) (Indonesian National Police, 2019). The Samapta Directorate is one of the implementing elements that has heavy work pressure accompanied by a fairly dense working hours, namely 24 hours a day with work that requires endurance in tense conditions that last a long time (Lee et al., 2021). Members of the Samapta Directorate face high work demands such as solving criminal acts and field tasks that require high efficiency which can have an impact on their resilience levels (Wolter et al., 2019).

Based on a pre-survey conducted on ten members of the Samapta Directorate, it shows that the level of resilience of members is still lacking. This is in line with the initial study conducted in the form of interviews with five members of the Samapta Directorate, which stated that there are still a number of members of the Samapta Directorate who have not shown optimal abilities when facing conditions and challenges that arise in the field independently, so that in certain situations they still need direction or direct instructions from the commander. This illustrates that the hardiness aspect has not yet been formed in members of the Samapta Directorate. In addition, when members are in difficult conditions such as securing demonstrations or arrest operations, members still look anxious and worried, this shows that the process of adaptation of members to responses when facing high-risk situations has not yet been formed. Furthermore, there are still members who are less enthusiastic when receiving work calls outside of working hours, this illustrates that the persistence aspect has not yet emerged in members who should have steadfastness and enthusiasm in carrying out their duties. Thus, resilience plays a crucial role for police members to be able to adapt to stressful situations and turn them into opportunities to grow and improve their abilities (Lee et al., 2021).

Resilience is the ability that allows individuals to continue to thrive in difficult situations and various challenges (Connor & Davidson, 2003). Resilience is the capacity that individuals have to adapt and survive in various difficult situations, can accept change, can face difficulties and become the ability to learn from difficult experiences. Sills and Stein (2007) Meanwhile, resilience according to Lee et al. (2021) Resilience is a concept that focuses on an individual's ability to adapt to situations flexibly. Resilience can be influenced by several

factors, including self-efficacy (Riswanto & Lidiawati, 2021). *Self efficacy* becomes a belief that an individual has in his/her ability to take steps that can be used to solve a problem. Having self-efficacy can increase self-confidence in facing various challenges and difficulties that arise (Riswanto & Lidiawati, 2021). Sherer et al. (1982) put forward three dimensions of self-efficacy, namely effort, perseverance and initiative. The results of research conducted by Xu et al. (2022) states that *self efficacy* has a positive correlation with resilience. This is in contrast to the results of research conducted by Amalia (2020) which states that self-efficacy does not have a significant impact on resilience.

In addition to self-efficacy, there are other factors that are thought to be able to influence resilience, namely perceived organizational support. The existence of perceived organizational support in employees who work can provide a large and stronger contribution than reducing negative results (Canboy et al., 2021). According to Li et al. (2022) Employees who feel support from the organization tend to be motivated to demonstrate positive work behavior. The more organizational support that employees feel, the more employees can be involved in the organization (Alshaabani et al., 2021). Eisenberger et al., (1986) suggests that perceived organizational support has four dimensions, namely appreciation, employee development, working circumstances, and concern for employee welfare.

Perceived organizational support can describe the value of an organization towards the contribution that employees have made is the most important thing in building good relationships between employees and is able to motivate employees to continue working hard (Sun, 2019). The results of research conducted by Karadas et al. (2023) that the importance of the role of perceived organizational support in the formation of resilience. This is in line with research Huang et al. (2024) which shows that perceived organizational support has a positive correlation with resilience. However, these results are inversely proportional to the results of research from Abdulmohdi (2024) which states that perceived organizational support and resilience have a negative relationship.

Based on the background that has been explained, it was found that police members, especially the Samapta Directorate, have a low level of resilience, this is in line with the initial data collection that has been carried out by the researcher. Therefore, this study was conducted to update previous research and become an interesting topic to explore because it can contribute to formulating policies within the police, especially the Samapta Directorate of the DIY Regional Police

RESEARCH METHOD

Research Design

The type of research used in this study is a survey research with quantitative methods. Quantitative methods rely on data analysis using statistical modes to reveal the relationship between two or more variables being studied (Azwar, 2017).

Research Target/Subject

The population used was 456 members of the Samapta Directorate. The sampling technique applied used the probability sampling method with the proportionate stratified random sampling type. The number of samples selected in this study was 122 members of the Samapta Directorate.

Research Procedure

The data collection process utilized a Likert scale with four answer choices, namely Very Appropriate (SS), Appropriate (S), Not Appropriate (TS), Very Not Appropriate (STS), and the scale was distributed using hard copies distributed through each platoon leader.

Instruments, and Data Collection Techniques

Resilience

The resilience scale uses the results of an adaptation of the Connor–Davidson Resilience Scale (CD-RISC) 10 measuring instrument owned by Sills and Stein (2007) which consists of two aspects, namely resilience and persistence. The reliability coefficient value of the resilience measuring instrument is 0.769.

Self-efficacy

The self-efficacy scale uses the results of the adaptation of the General Self Efficacy Scale (GSES) measuring instrument from Soetjipto et al. (2023) which has 3 aspects including initiative, effort and perseverance. The reliability coefficient value of the self-efficacy measuring instrument is 0.815.

Perceived Organizational Support

The perceived organizational support scale uses the results of the adaptation of the Survey of Perceived Organizational Support (SPOS) measuring instrument developed by Rhoades and Eisenberger (2002) consisting of three aspects, namely justice, superior support and appreciation from the organization and working conditions. The reliability coefficient value of the perceived organizational support measuring instrument is 0.781.

Data Analysis Technique

The data analysis method used in this study uses descriptive analysis and multiple linear regression analysis. Before conducting the multiple linear regression analysis test, a prerequisite test is carried out first, which includes a normality test, a multicollinearity test and a heteroscedasticity test.

RESULTS

Table 1. Respondent demographics

Respondent characteristics	Frequency	Presentation
Age		
>25 years	89	73%
25-30 years	26	21%
31-35 years	7	6%
Total	122	100%
Rank		
Brigadier	111	91%
Brigadier	4	3%
Police Brigadier	4	3%
Brigadier	3	2%
Total	122	100%
Years of service		
1-5 years	90	74%
6-10 years	23	19%
>10 years	9	7%

Total	122	100%
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Based on table 1, it shows that the majority of samples are under 25 years old, as many as 89 (73%) members of the Samapta Directorate. The majority of samples in this study have the rank of Bripda with a total of 111 (91%). Meanwhile, the majority of samples in this study have a work period ranging from 1 to 5 years with a total of 90 (74%).

Table 2. Categorization of Resilience

Category	Score Interval	Frequency	Presentation
Very high	$X > 32$	11	9%
Tall	$27 < X \leq 32$	32	26%
Currently	$23 < X \leq 27$	36	30%
Low	$18 < X \leq 23$	42	34%
Very Low	$X > 18$	1	1%
Total		122	100%

Based on table 2, it shows that the level of resilience of the members of the Samapta Directorate is mostly in the low category with a total of 42 (34%) and members who have a very high level of resilience are 11 (9%) members.

Table 3. Categorization of Self Efficacy

Category	Score Interval	Frequency	Presentation
Very high	$X > 40$	10	8%
Tall	$34 < X \leq 40$	42	34%
Currently	$27 < X \leq 34$	24	20%
Low	$21 < X \leq 27$	40	33%
Very Low	$X > 21$	6	5%
Total		122	100%

Based on table 3, it shows that the majority of the self-efficacy levels of the members of the Samapta Directorate are in the high category with a total of 42 (34%) and the self-efficacy levels of the members of the Samapta Directorate who are in the very low category are 6 (5%).

Table 4. Categorization of Perceived Organizational Support

Category	Score Interval	Frequency	Presentation
Very high	$X > 33$	10	8%
Tall	$28 < X \leq 33$	40	33%
Currently	$22 < X \leq 28$	33	27%
Low	$17 < X \leq 22$	33	27%
Very Low	$X > 17$	6	5%
Total		122	100%

Based on table 3, it shows that the majority of members of the Samapta Directorate generally assess that the organizational support received is in the high category with a total of 40 (33%) and members who assess the organizational support received as very low number 6 (5%).

The results of the normality test applied through histogram observation obtained that in the Standardized Residuals Histogram image it has an inverted bell shape with a peak approaching 0, this indicates that the research data can be distributed normally and the samples taken are able to represent the population. The results of the multicollinearity test show a

tolerance value for the self-efficacy variable and the perceived organizational support variable against the resilience variable of 0.987, with a VIF value of 1.013 (<10), where this value indicates that there is no multicollinearity in the two independent variables or they do not overlap. The results of the heteroscedasticity test applied through observation of the residuals vs predicted histogram obtained that the data distribution does not form a certain pattern in the point distribution indicating that the data is in accordance with the assumption of homoscedasticity and the data has met the requirements for conducting a hypothesis test.

Table 5. F test analysis results

Model	Mean Square	F count	P
Regression	1068.951	635,821	< 0.001
Residual	1,681		

Based on table 5, it is known that the Sig value obtained is <0.001 , which means it is below the significance limit of 0.05. This shows that the independent variables of self-efficacy and perceived organizational support together have a significant contribution to the resilience variable.

Table 6. T-test analysis results

Model	<i>Unstandardized</i>	<i>Standardized</i>	P
SE	0.412	0.617	$< .001$
POST	0.532	0.664	$< .001$

Based on the results of the T test, the Sig value for the self-efficacy and perceived organizational support variables was <0.001 , which indicates that the value is below the threshold of 0.05. This shows that the self-efficacy variable is able to provide a strong significant influence on resilience, as well as perceived organizational support can have a significant effect on resilience.

Table 7. Coefficient of determination

Model	R	R^2	<i>Adjusted R2</i>	RMSE
H0	0,000	0,000	0,000	4,396
H1	0.956	0.914	0.913	1,297

Based on table 7, the Adjusted R^2 value is 0.913, which shows that the variables of self-efficacy and perceived organizational support together can play an important role in the formation of resilience by 91.3%, the remaining 8.7% is influenced by other factors outside of this study. The self-efficacy variable provides an effective contribution of 40.2% to resilience while perceived organizational support provides an effective contribution of 51.1% to resilience.

DISCUSSION

Resilience is an individual's ability to deal with change positively and to survive when faced with difficult and stressful situations (Sills & Stein, 2007). In the context of policing, resilience can be influenced by internal factors such as self-efficacy and external factors such as perceived organizational support. Self-efficacy can play a role in strengthening and growing self-confidence when individuals face all forms of challenges and problems that arise (Riswantyo & Lidiawati, 2021). Meanwhile, the role of external support from the organization

can foster feelings of security and appreciation, which can strengthen resilience in the face of stress or difficulties (Huang et al., 2024).

The results of the hypothesis testing showed that self-efficacy and perceived organizational support were proven to have a positive and significant influence on the resilience of members of the Samapta Directorate. Both independent variables together made an effective contribution to the resilience variable of 91.3%, where the remaining 8.7% was influenced by other factors outside of self-efficacy and perceived organizational support. The results of initial observations showed that the level of resilience of members of the Samapta Directorate was in the low category. This finding is in accordance with the results of this study that the majority of members of the Samapta Directorate have low resilience. The level of resilience in the low category illustrates that members of the Samapta Directorate are able to adapt to certain pressures but the ability to bounce back is not optimal (Retnoningtias et al., 2024). This shows that even though the adaptation process has been formed, the drive to rise and recover still needs to be improved.

Meanwhile, members with a high level of self-efficacy will be more prepared and confident in facing various challenges, where this can strengthen the resilience of members to rise after going through difficult times and be more able to face various difficult tasks (Vebrina & Guspa, 2024). This supports the research results from Baluszek et al. (2023) that self-efficacy has a reciprocal correlation with resilience. High levels of self-efficacy can strengthen resilience, where when members are confident in their ability to overcome difficult situations, the desire to face difficulties independently and never give up.

Members with high levels of self-efficacy will find it easier to regulate emotional responses and remain calm in the face of conflict-filled situations such as crowd control. Members' self-confidence not only affects resilience in managing stress but is also able to increase effectiveness and quality in carrying out tasks (Vebrina & Guspa, 2024). Thus, a high level of self-efficacy in members can strengthen the formation of resilience, where members can rise from difficulties and adapt to changes that occur in the police profession.

Meanwhile, external support from institutions in the form of material and emotional support can strengthen resilience in facing difficulties that arise. Members can feel appreciated and accepted, making members more able to survive and overcome various obstacles more effectively (Huang et al., 2024). Institutions have an important role in ensuring the welfare and motivation of their members, this can be in the form of fair treatment of all members, providing assistance in solving work problems and appreciation for the results of member work (Rhoades & Eisenberger, 2002). These efforts can be carried out by agencies to have more ties and closeness to all of their members, which ultimately members can provide optimal performance in serving the community.

In the context of the police, especially the Samapta Directorate which often faces many stressful situations such as crowd control and demonstrations, support from responsive agencies can help members emotionally when members are faced with difficult situations. The form of support from agencies can foster a sense of security and can be a strong foundation in building resilience in facing stressful situations (Mufarrikhah et al., 2020). The findings of this study indicate that there are other factors that influence the resilience of members of the Samapta Directorate besides self-efficacy and perceived organizational support, including problems that occur outside the agency. Therefore, it is important for agencies to pay attention to and support strengthening resilience in their members by paying attention to and paying

attention to the welfare of members when on duty in the field, in addition agencies can help maintain the level of self-efficacy in members by providing self-efficacy training by building self-confidence and performance evaluation based on positive feedback. Thus, the results of this study not only support previous research but also open up new space in developing theories related to the importance of self-efficacy as an internal factor and perceived organizational support as an external factor in the formation of optimal resilience.

CONCLUSION

The results of this study indicate that self-efficacy and perceived organizational support have a positive and significant effect on the formation of resilience of members of the Samapta Directorate. Members who have a high level of self-efficacy will find it easier to adapt and rise independently when faced with stressful situations, because they have a strong belief in their ability to solve various problems faced. This belief can encourage members to remain calm, think clearly and be able to take adaptive steps even when faced with challenging situations. On the other hand, the high assessment of members towards the support provided by the institution is able to illustrate that the institution pays attention to the welfare of its members well. This shows that members feel appreciated, listened to and given assistance in facing work challenges. The support felt can be one indicator that the institution does not only focus on achieving tasks, but also cares about the emotional condition and personal needs of members. Although self-efficacy and perceived organizational support have a significant role in the formation of resilience, this study also found that these factors complement each other, namely self-efficacy from internal members and perceived organizational support from external members. This study has limitations, including the number of respondents used in this study did not match the number of samples previously determined due to agency policies. Then the majority of respondents in this study were aged 20-25 years, which is generally in the early stages of a career in the police, so the results obtained cannot represent members with a more mature age. Therefore, future research is suggested to explore the characteristics of respondents and be able to develop other variables that affect resilience in police members.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Writing - review and editing; Methodology; Writing - original draft.

Author 2: Conceptualization; Data curation; Validation; Supervision; Writing - original draft

Author 3: Data curation; Investigation; Formal analysis; Writing - original draft

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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