The nexus of culture value, self-efficacy, and personal branding: A mediated approach

Rebekka Artauli Lumbantobing[1*], Corry Yohana[2], Saptono[3]
[1,2,3]State University of Jakarta, East Jakarta, DKI Jakarta, Indonesia; rebecca.bia1170@gmail.com (R.A.L.).

Abstract: The purpose of this study is to obtain a new concept about the influence of cultural value on personal branding with self-efficacy mediation. This type of research is quantitative with a positivism paradigm and compiles research hypotheses related to the variables of artistic value, self-efficacy, and personal branding. The population of the study was members of the National Police Personnel at the Central Kalimantan Regional Police, totaling 1,440 personnel. The sampling technique used a sampling frame so that 303 samples were obtained. The results of the study indicate that there is a direct positive and significant influence of cultural value on personal branding because cultural value is a moral foundation that is internalized in professional life and self-efficacy increases self-confidence and accuracy in carrying out tasks. The novelty of the study, integrating self-efficacy as a mediating factor between cultural value in forming personal branding of National Police members by developing scientific insights into the Theory of Organization Behavior (TOB) and Theory of Planned Behavior (TPB) into the development of scientific self-management-personal branding to obtain a new model of self-management-personal branding for National Police personnel. Future research by integrate career development in the development of soft skills and hard skills that support personal branding and develop the internalization of cultural values through socialization and role-modeling.

Keywords: Culture value, Personal branding, Self-efficacy.

1. Introduction

The policing profession is considered one of the most stressful and critical professions worldwide (Bishopp et al., 2016; Gupta & Nandini, 2015; McCreary et al., 2017; Kathuli & Mathenge, 2020), because nation branding in politics/military, economy, and social/culture is carried out through public diplomacy (Choi et al., 2021; Kjærgaard & Merkelsen, 2012). Personal branding is the act of combining one's skills and talents to produce value for people (Chen, 2013). Branding is a strategic plan that individuals create to convey talents to the public (Parks-Yancy & Cooley, 2018). Branding strength is a significant career factor due to the impact of Personal Branding on the employability of professional careers (Minor-Cooley & Parks-Yancy, 2020), but it is still unclear how aware people are of their branding and the process of building personal branding (Scheidt et al., 2020), therefore any misalignment between personal branding and brand values, goals, policies, and organizational culture, can result in behavior that is different from the organization's expectations (Reynekea et al., 2014). Therefore, personal branding is one of the latest topics in branding so that everyone can have stable personal branding by considering the goals given and using the right strategy (Shafiee et al., 2020).

The problem is that police personal branding is closely related to public trust in the police institution. The personal branding of Polri members reflects the individual's image formed from attitudes, behaviors, and professional performance when carrying out duties. Issues arise when there is a mismatch between public expectations of police behavior such as inappropriate services, cases of abuse of authority, or lack of transparency. This is based on the National Indonesian Survey Institute (LSI) which was conducted on August 13-21, 2022, showing that public trust in the assessment indicators compiled in the survey contained three assessments of the police image being considered bad, first on

police corruption, second fixing the police from bribery of certain parties, and third the independence or neutrality of the police from bribery or pressure from community groups. Meanwhile, public trust in the police which is very bad is first on police corruption, second fixing the police from bribery of certain parties, and third the crime of drug trafficking.

The issue of personal branding, based on traditional records, is seen from the cultural values of the police which focus on three police functions (maintenance of order in terms of maintaining peace, preventing crime, and services related to being responsive to community needs) but procedural justice has recently received attention as another important feature of police work, especially about police treatment of citizens (Ingram & Iii, 2022) because police culture is often considered a problematic feature of policing that resists change and progress (Cordner, 2017).

Policing is a high-demand, low-supervision job with a large hierarchical structure and an autocratic decision-making culture (Pauline & Gau, 2017), personality aspects of openness, agreeableness, and neuroticism, as well as the number of transfers, area of duty, managerial skills training, age, and education level, are factors for good performance for police personnel (Mendoza et al., 2021). Police work is a high-risk profession that can lead to mental health conditions, yet the psychological stress of police officers has received little attention in the research literature (Edwards & Kotera, 2021) while the consequences of operational stressors have the potential to significantly affect police officers' psychological functioning (Marchand et al., 2015), therefore a high-risk profession so that special attention is given to developing self-efficacy as an important part of burnout prevention programs, pro-health activities, and psychoeducation (Makara-Studzinska et al., 2019). The self-efficacy review focuses on job demands, resources, and stressors (Atatsi et al., 2019).

This study is a development of the study by Pathmanathan & Dodamgoda (2018) which showed that respondents' knowledge of personal branding and the actions taken in building personal branding were not enough to achieve professional success. Meanwhile, Gorbatov et al.'s research (2018) explain further research to study personal branding as a critical career and organizational behavior activity in the contemporary work environment. Research development based on contemporary issues in the Police shows that police personal branding is related to public trust in carrying out the duties of protection, care, and service to the community so that research development mediated by self-efficacy can support the work of the police who have a high-risk profession (Edwards & Kotera, 2021; Makara-Studzinska et al., 2019); because of the demands of the job (Atatsi et al., 2019) and technological developments (Northup, 2018) which have emerged so rapidly and have a major impact on police and organizational outcomes (Alzaabi & Ghani, 2021) so that self-efficacy as a mediator can show that individuals who have high work self-efficacy can determine the path to a career (Hartman & Barber, 2019).

2. Literature Review and Hypotheses
2.1. The Influence of Cultural Values on Personal Branding
Cultural value is: "those deeply held beliefs that lead to general preferences and behaviors and views of what is right and wrong. Cultural values are reflected in a society's morals, customs, and established practices (Slocum et al., (2022). Cultural values are beliefs and behaviors that are inherent in individuals so that they become habits and values that are embedded in the individual's psychology and environment, including humility, cultural awareness; and attitudinal integration. While personal branding has so far been largely limited to practitioner publications advocating the creation of a personal brand to access greater employment opportunities, how people create their brands, the underlying mechanisms of this process, and the similarities between personal brands and traditional brands remain to be explored (Dumont & Ots, 2020).

Personal branding is a combination of all expectations, images, and perceptions around the character (Nazemi et al., 2020). Rangarajan et al., (2017) explain that personal branding is the process of maintaining self-image and building perception in the eyes of the public to achieve a positive image supported by sincerity, competence, interest/joy, toughness, and sophistication. Liu et al.'s study (2018) stated that individual cultural intelligence has a positive effect on the formation ~. These results indicate cultural responsiveness based on cultural intelligence and self-efficacy (Karataş et al., 2022). However, the difference in research with Ortiz (2022) symmetrically or not mutually influencing the

effect of culture on occupational self-efficacy even Diego-Lázaro et al., (2020) put forward a different opinion of self-efficacy and cultural awareness are highly correlated with cultural competence.

Differences in findings from several studies using values- cultural values using cultural intelligence, cultural intelligence, and cultural awareness that influence or are influenced by self-efficacy. For that, researchers summarize it in the scope of cultural values that influence self-efficacy so that there is research development and hypothesis development.

H_1: *Cultural Value influences towards Personal Branding.*

2.2. Self-Efficacy Mediates the Influence of Cultural Value on Personal Branding

The concept of self-efficacy comes from social cognitive theory which emphasizes the importance of social experience and the need for observational learning in the process of individual personality development (Mahler et al., 2018). According to this theory, an individual's choice in a particular situation depends on his/her observations. The behavior observed and stored in his/her memory will shape his/her cognitive processes and social behavior in the future. Chick & Vincent stated that self-efficacy is a belief in oneself about the success of completing a task (Yavuzalp & Bahcivan, 2020; Zetriuslita et al., 2020). This shows that self-efficacy is an individual's belief in his/her competence to complete a specific job successfully through the level of task difficulty, generalization; and strength of their beliefs (Abdullah, 2023; Bandura, 2012; Colquitt et al., 2019)

Hirschi & Jaensch's (2015) research states that there is an indirect effect on career satisfaction through self-efficacy. Meanwhile, Shin & Lee (2018) suggest that implicit gender career stereotypes have an impact on career adaptability through self-efficacy. In line with the above research, Dan et al., (2018) suggest that self-efficacy positively mediates the relationship between career success, while Chughtai (2018) mentions the mediation effect of self-efficacy on career satisfaction and career adaptation (Guan et al., 2016). The development of self-efficacy beliefs in the first year will increase in the second year (Clark & Clark, 2020). This opinion states that personal brand equity can predict work ability and career success (Gorbatov et al., 2020).

Research mediated by self-efficacy related to personal branding is still a little bit that tests career development. The use of career in relevant research uses career satisfaction and career success, but researchers develop it with career development because career development is the formation of human resources who have worked in organizations, especially in police organizations that can be utilized for the needs of developing personal branding.

H_2: *Self-efficacy Mediates the Influence of Cultural Value on Personal Branding*

Based on the description of the theoretical reconstruction and reconceptualization as well as research development, the research model is compiled below.
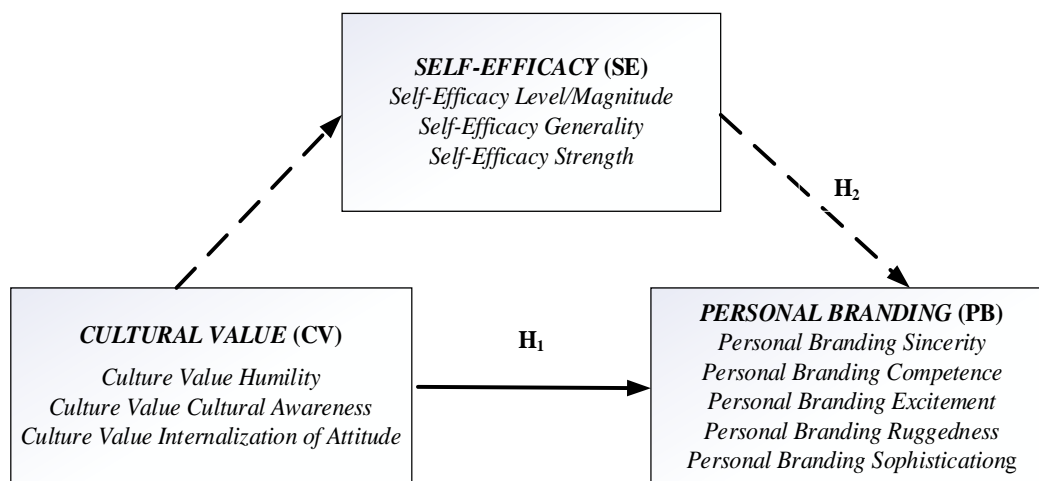

Figure 1.
Thinking framework.

3. Methodology

3.1. Research Design

The type of research used is quantitative research with a positivistic paradigm. This research is top-down from existing theories and uses the results of previous research as a basis for testing hypotheses and analyzing and classifying using questionnaires and the help of inferential statistical techniques to reveal a phenomenon or problem statement related to self-efficacy mediating the influence of cultural values on personal branding.

3.2. Population and Sample

The research population of Polri Personnel members at the Central Kalimantan Regional Police in January 2023 was 1,440. The sampling technique used a sampling frame so that 303 samples were obtained. The sampling technique used simple random sampling. Data analysis used SEM (Structural Equation Model Analysis) analysis with AMOS (Analysis of Moment Structure).

3.3. Data Collection Procedures

The research questionnaire aims to determine the tendency of respondents' assessment of research variable indicators using a Likert scale with five alternative answers Strongly Agree (5), Agree (4), Not Sure (4), Disagree (5), Strongly Disagree to answer statements about cultural value, self-efficacy, and personal branding. According to Purwohedi (2022) before using a set of statements with a certain measurement scale that will measure a construct, researchers must ensure that the instrument meets the elements of validity and reliability. This research instrument uses content validity and construct validity so that content validity indicates the extent to which the instrument reflects the content. Based on the results of Mahalanobis Distance statistical processing sorted from the highest value with a value of p1 < 0.001 and p2 < 0.001, there is a potential for 11 (eleven) rows of data/respondents to be included in the multivariate outlier, namely respondents 185, 2 153, 130, 25 1, 257, 262, 251, 11, 3. Multivariate outlier data can cause data distribution to be abnormal (Schumacker & Lomax, 2010).

4. Research Results

4.1. Normality Test

Data normality tests can be done univariately and multivariately. The results of the univariate normality test are seen from the skewness or kurtosis measure. The indicator has a data condition that is normally distributed in skewness as indicated by the C.R value $<\pm 3$. Several indicators are not normally distributed univariately in skewness, namely X1.4, X1.12, X3.6, X3.7, Y1, Y3, and Y4. In terms of kurtosis, all indicators show normal data with a C.R. kurtosis value $<\pm 7$. Furthermore, the multivariate normality data test still shows multivariate abnormal data as indicated by the Multivariate Kurtosis value of $35.951 > 5$ (Byrne, 2016). To overcome data abnormality, the hypothesis testing in this study uses 2 (two) p-value approaches, namely the p-value from the maximum likelihood estimator and the bootstrapping estimator. Although the multivariate normal assumption is less fulfilled, this is not a major issue in recent SEM analysis, because SEM analysis according to the studies of Lei and Lomax (2005) and Finch, West, and MacKinnon in Iacobucci (2010) states that the Maximum Likelihood (ML) estimator which is generally used by default in SEM analysis is quite robust against violations of the multivariate normal assumption so that it does not affect the parameter estimates and standard errors.

4.2. Validity Test

The initial estimation results at the indicator level and the causality between dimensions and indicators are shown in the table below.

Table 1.
Validity of respecification indicators (Dimensions with indicators).

Dimension	Indicator	Loading factor	Description
Culture Value Humility	$X_{2.1}$	0.912	Valid
	$X_{2.2}$	0.873	Valid
Culture value cultural awareness	$X_{2.5}$	0.825	Valid
	$X_{2.6}$	0.861	Valid
	$X_{2.7}$	0.877	Valid
Cultural value internalization of attitude	$X_{2.9}$	0.909	Valid
	$X_{2.10}$	0.844	Valid
	$X_{2.11}$	0.901	Valid
	$X_{2.12}$	0.798	Valid
Self-efficacy level/Magnitude	$X_{4.1}$	0.792	Valid
	$X_{4.2}$	0.881	Valid
	$X_{4.4}$	0.766	Valid
Self-efficacy generality	$X_{4.6}$	0.973	Valid
	$X_{4.8}$	0.844	Valid
Self-efficacy strength	$X_{4.9}$	0.787	Valid
	$X_{4.10}$	0.887	Valid
	$X_{4.11}$	0.883	Valid
	$X_{4.12}$	0.895	Valid
Personal branding sincerity	Y_1	0.922	Valid
	Y_3	0.881	Valid
Personal branding competence	Y_4	0.841	Valid
	Y_5	0.884	Valid
Personal branding excitement	Y_7	0.884	Valid
	Y_8	0.873	Valid
	Y_9	0.906	Valid
Personal branding ruggedness	Y_{10}	0.884	Valid
	Y_{11}	0.813	Valid
Personal branding sophistication	Y_{13}	0.855	Valid
	Y_{14}	0.846	Valid
	Y_{15}	0.902	Valid

The initial estimation results at the indicator level, the causality between dimensions and indicators show that the loading factor value is less than 0.70 (invalid) for 11 (eleven) indicators, namely: X1.3, X1.12, X2.3, X2.4, X2.8, X3.8, X4.2, X4.5, X4.7, Y2, Y6, and Y12 with a loading factor value of less than 0.70. After that, the eleven indicators were removed from the CFA model, and the CFA model was re-specified. Furthermore, the re-specification of the CFA model aims to evaluate whether the indicators used in the research instrument meet the validity requirements after improvements or adjustments (re-specification). After removing the eleven indicators, it can be seen that all indicators have a loading factor > 0.70 (valid). These results indicate that valid indicators reflect the measurement of dimensions. The level of validity of the indicators in measuring the measurement dimensions is accepted (valid) as indicated by the loading factor > 0.70.

4.3. Reliability Test

The level of reliability can follow the opinion of Bagozzi & Yi (1988) that the minimum limit of the level of reliability is 0.60. This result indicates that the internal consistency of each measurement indicator that measures all dimensions is met (reliable). Furthermore, testing shows that the AVE value of the research dimension has an AVE> 0.50 so that convergent validity is met. Overall, the dimensions contain variations in each indicator that measure them above 50%.

Table 2.
Dimension reliability test.

Dimension	Construct reliability	Average variance extracted	Description
Culture value humility	0.887	0.797	Reliable
Culture value cultural awareness	0.890	0.730	Reliable
Cultural value internalization of attitude	0.922	0.747	Reliable
Self-efficacy level/Magnitude	0.855	0.663	Reliable
Self-efficacy generality	0.904	0.759	Reliable
Self-efficacy strength	0.918	0.789	Reliable
Personal branding sincerity	0.897	0.813	Reliable
Personal branding competence	0.853	0.744	Reliable
Personal branding excitement	0.918	0.788	Reliable
Personal branding ruggedness	0.838	0.721	Reliable
Personal branding sophistication	0.867	0.765	Reliable

4.4. Discriminant Validity

The method used to assess discriminant validity is the Fornell lacker criterion. This method is considered to have good discriminant validity and is accepted if the AVE root is greater than the correlation between variables.

Table 3.
Fornell Larcker discriminant validity.

Variable	Culture value	Self-efficacy	Personal branding
Culture value	0.922	–	–
Self-efficacy	0.824	0.883	–
Personal branding	0.841	0.867	0.920

The diagonal value in the Fornell and Lacker table above is the root of AVE while the other values are the correlations between dimensions. The root of AVE Career Development (0.948) is higher than its correlation with Culture Value (0.698), higher than its correlation with Emotional Intelligence (0.600), and up to a higher correlation with Personal Branding (0.713). Therefore, the discriminant validity of Career Development is accepted. Likewise with other variables where overall the evaluation results show that the discriminant validity evaluation of all variables is accepted. The overall Fornell Lacker evaluation results show that the AVE root of each variable is greater than its correlation with other variables, so the discriminant validity is accepted.

4.5. Goodness of Fit

The goodness of fit CFA shows how far empirical data is able to confirm the model. Evaluation of model fit in statistical terminology is comparing the estimated model covariance matrix with the sample covariance matrix. Evaluation of the goodness of fit of the CFA model consists of absolute, incremental, and parsimony goodness of fit (Hair et al., 2019).

Table 4.
The goodness of model CFA.

Absolut fit measure			
Goodness-of-fit	**Cut-off value**	**Estimate**	
p-value (Sig.)	>0.05 (Good fit)	0.000	Poor fit
Chi-square/df	≤ 3 (Good fit)	2.216	Good fit
GFI (Goodness of fit)	≥ 0.90(Good fit) 0.80 − 0.90 (Marginal fit)	0.734	Poor fit
RMSEA (Root mean square error of approximation)	≤0.08 (Good fit)	0.065	Good fit
RMR (Root Mean Square Residual)	≤ 0.05 (Good fit)	0.022	Good fit
Incremental fit measure			
Goodness-of-Fit	Cut-off value		
AGFI (Adjusted goodness of fit index)	≥ 0.90 (Good fit) 0.80 − 0.90 (Marginal fit)	0.701	Poor fit
CFI (Comparative fit index)	≥ 0.90 (Good fit) 0.80 − 0.90 (Marginal fit)	0.907	Good fit
Incremental fit index (IFI)	≥ 0.90 (Good fit) 0.80 − 0.90 (Marginal fit)	0.908	Good fit
Tukey lewis index (TLI)	≥ 0.90 (Good fit) 0.80 − 0.90 (Marginal fit)	0.900	Good fit
Parsimonious fit measure			
Goodness-of-fit	Cut-off value	Criteria	
PNFI (Parsimonious normed fit index)	> 0.60	0.779	Good fit
PGFI (Parsimonious goodness of fit index)	> 0.60 dan mendekati 1	0.652	Good fit
AIC (Akaike information criterion)	2905.9 (Model) 2652. (Saturated) 16817.932 (Independence)	The AIC value of the Model is closer to Saturated than Independence	Good fit
CAIC (Consistent Akaike information criterion)	3602.743 (Model) 8853.376 (Saturated) 17056.447 (Independence)	The CAIC value of the Model is closer to Saturated than Independence	Good fit

Overall, the goodness of fit results show that the CFA model is accepted. However, according to Hair et al., (2019), the most widely reported goodness of fit measures by academics in research are RMSEA, SRMR, CFI, and TLI. Based on these criteria and the CFA goodness of fit estimation results above, the SEM model proposed in this study is accepted (good fit).

4.6. Structural Model Evaluation

Structural model evaluation is conducted to test the research hypothesis by assessing the significance of the influence between variables. The analysis includes testing direct effects and indirect effects. This study presents p-values based on both methods, namely maximum likelihood and bootstrapping, with the results of the structural model (direct effect) shown in the figure below.
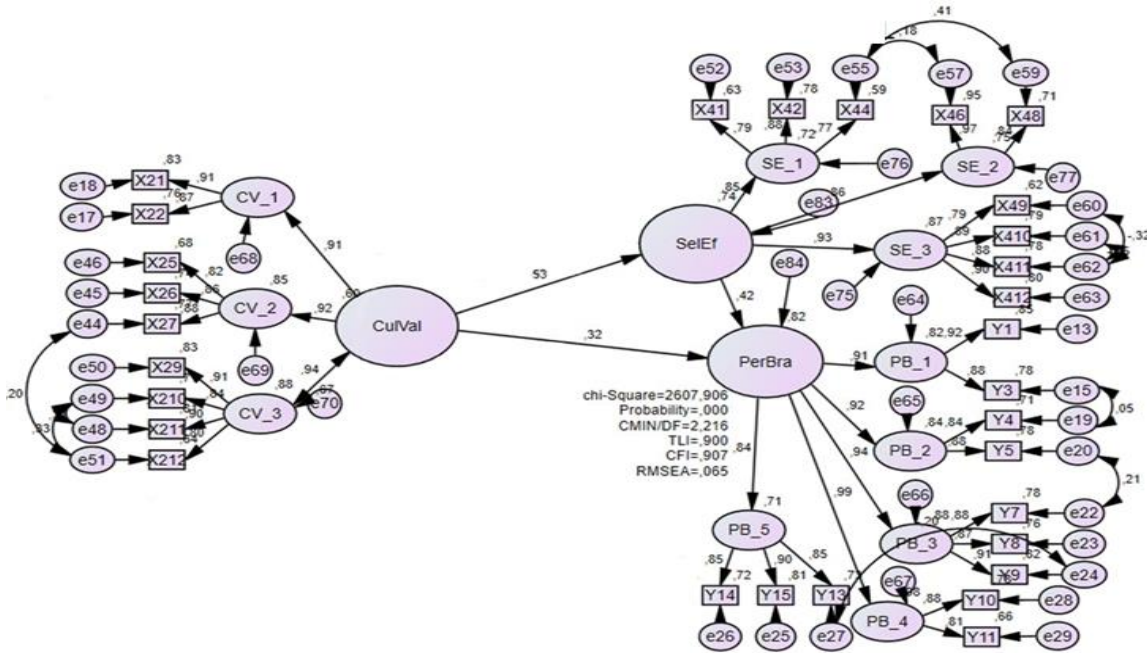
Figure 2.
Structural Model (Hypothesis test).

Based on the structural model image above, the significance of the direct effect and indirect effect tests will be tested as explained below.

Table 6.
Hypothesis test partial.

Hypothesis	Hypothesis Statement	Arah *Path*	Estimate	SE	C.R >1,96	P (ML)	P (BT)	Remarks
H₁	CulVal → PerBra	Positive	0.343	0.081	4.235	0.000	0.000	Received
Mediation								
Hypothesis	Mediation Test	Estimator	Path Direction	*Path Coefficient* Mediation		SE	C.R	*p-Value*	Remarks
H₂	CulVal --> SelEf ---> PerBra	SB	Positive	0,246		0,058	4.274	0.000	Received
		BT				0,074	3.326	0.005	

Not: SB=Sobel test, BT=Bootstrapping

Synthesis of the results of testing or evaluating the structural model (partial test) shows that culture value has a direct effect on personal branding (p < 0.05). However, the highest influence is self-efficacy (0.246). Cultural value does not directly significantly affect personal branding through the mediation of self-efficacy.

4.7. Discussion
4.7.1. Direct Influence of Culture Value on Personal Branding
The results of the first hypothesis test empirically prove that cultural value has a direct positive and significant influence on personal branding. Based on the estimated value of 0.343, the results of this positive influence on cultural values with personal branding indicate that the cultural values adopted by individuals contribute to forming and strengthening the self-image of Polri members in the eyes of the public. Cultural values in an organization, such as the values of integrity, responsibility, collaboration,

and service can provide a moral and behavioral foundation that is internalized by Polri members. When Polri members consistently carry out these cultural values in their professional lives, they will be reflected in the personal branding that is carried out following the police profession.

This finding shows that if Polri members adhere to the values of integrity and transparency in their work, then Polri members will be known and appreciated as individuals who have principles, are honest, and can be trusted, thus building individual personal branding. This relationship shows that strong and positive cultural values can be a solid foundation for Polri members to form a positive and authentic image in the eyes of the public, which ultimately strengthens personal branding. This is because the cultural values supported by cultural values of humility, culture value cultural awareness, and cultural value internalization of attitude are determining factors in improving the personal branding of Polri members because of efforts to build individual capacity to convince others about their capacity, to form a positive perception of the individual.

The development of a theoretical concept that connects cultural values and personal branding of Polri members in the Theory of Organizational Behavior (TOB) emphasizes how cultural values believed in by Polri institutions influence individual behavior and public perception. The understanding of TOB, and the behavior of organizational members is influenced by internalized norms, values, and culture, which include values such as humility, cultural awareness, and internalization of attitude. The application of TOB to Polri members is shown from the application of values in the actions of Polri members who not only behave following organizational standards but can build personal branding as professional, integrity, and ethical individuals. For example, by showing humility and prioritizing restorative justice, Polri members build a self-image as a fair and empathetic figure in the eyes of the public. Likewise, by understanding cultural diversity and interacting with the community inclusively, Polri members form an adaptive and broad-minded image. TOB also recognizes that individual behavior in an organization is driven by the alignment between personal values and institutional values, which strengthens reputation and public trust. In this way, the implementation of cultural values in the Polri organization directly contributes to strengthening the personal branding of members, creating a strong professional impression, and supporting the improvement of the positive image of the institution. The results of the study that show that cultural value has a direct positive and significant effect on personal branding are supported by the results of Khedher's research (2019). These results show that cultural value has a positive effect on the personal branding of Polri members because of the cultural values that individuals have in their attitudes and behavior when carrying out their duties, thus forming personal branding.

4.7.2. Indirect Influence of Culture Value on Personal Branding Mediated by Self-Efficacy

The results of the ninth hypothesis test empirically prove that cultural value indirectly has a positive and significant effect on personal branding mediated by self-efficacy. Based on the mediation path coefficient value of 0.246, the results of this positive influence, the cultural value that takes place in the Police Institution can play a role in forming cultural values that are believed by individuals supported by cultural values humility, culture value cultural awareness, and culture value internalization of attitude are determining factors in increasing the personal branding of Polri members through the relationship of self-efficacy to form the self-confidence of Polri members to be more confident in becoming the cultural values of Polri members in facing challenges to form personal branding from carrying out duties at the Polri Institution.

The role of self-efficacy formed from self-efficacy level/magnitude, self-efficacy generality, and self-efficacy strength is a determining factor in increasing cultural value towards personal branding of Polri members. This is because there is a strong belief caused by the belief in maintaining the values of the police profession following Precision which is convincing to prioritize integrity, responsibility, and collaboration, in every action and decision of Polri members in making fast, precise, and accurate decisions. Mediating the self-efficacy of Polri members to be more confident in interacting with the community and upholding the principles of restorative justice that reflect a humble attitude and integrity. Polri members will find it easier to implement culture values which can indirectly increase

positive perceptions from the community towards professionalism and dedication, strengthening the personal branding of Polri members in carrying out their duties at the Police Institution.

The results of the study which showed that cultural values indirectly had a positive and significant effect on personal branding mediated by self-efficacy are supported by the results of the study by Frendika et al., (2018). These results show that cultural values have a positive effect on the personal branding of Polri members because of the self-efficacy from individual values in behaving and behaving when carrying out duties, thus forming the personal branding of Polri members.

5. Conclusion

There is a positive and significant influence of cultural value on personal branding mediated by self-efficacy. The findings are novel research, because cultural value becomes a moral foundation that is internalized in professional life while the role of self-efficacy can increase self-confidence and accuracy in carrying out tasks. To be able to improve personal branding, it would be better to use cultural value through self-efficacy.

6. Implications

This study contributes to the Theory of Organization Behavior (TOB) and Theory of Planned Behavior (TPB) by expanding the understanding of individual aspects, such as cultural value and self-efficacy influencing personal branding in organizations. Self-efficacy plays an important role in increasing the perception of control over individual actions, thus encouraging Polri members to be more confident and consistent in carrying out their duties with high professionalism. The development of TPB is a combination of self-confidence and the development of emotional abilities that strengthen positive behavioral intentions that have an impact on personal branding. The theoretical findings of the role of Self-efficacy can expand the application of TPB to organizational and psychological factors in forming sustainable professional behavior.

The novelty of the study, is integrating self-efficacy as a mediating factor between cultural values in forming personal branding of Polri members by developing scientific insights into the Theory of Organization Behavior (TOB) and Theory of Planned Behavior (TPB) into the development of self-management-personal branding science to obtain a new model of self-management-personal branding for Polri personnel. First, strengthening cultural values such as integrity and collaboration must be internalized in every aspect of training and development so that Polri members can interact more sensitively and adaptively with the community they serve. Second, increasing Polri members' self-efficacy must be facilitated through constructive feedback and transparent assessment evaluations so that Polri members are more confident in facing the challenges of daily tasks.

7. Limitations and Future Research Directions

This study has limitations that must be considered in interpreting its findings. First, the study only focused on Polri members at the Central Kalimantan Regional Police so that the results are less generalizable to all Polri institutions in Indonesia. Second, the measurement of variables is subjective based on the respondents' perceptions, so it is susceptible to subjective bias. Future research by integrate career development in the development of soft skills and hard skills that support personal branding and developing internalization of cultural values through socialization and role-modeling.

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