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# Prosecutors' Performance: The Role of Emotional Intelligence, Motivation, and Organizational Support

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## ABSTRACT

**Objective:** This study explores how prosecutors develop dynamic capabilities by analyzing the influence of emotional intelligence, motivation, and organizational support on their professional performance.

**Methods and Materials:** A qualitative thematic analysis approach was utilized to identify patterns and themes in the data. The process involved iterative coding, categorization, and interpretation to gain a nuanced understanding of prosecutors' experiences. To ensure the credibility of findings, triangulation was employed using interviews, observations, and document analysis. Member checking was also conducted to validate interpretations with participants.

**Findings:** Emotional intelligence emerged as a critical factor in ethical decision-making and managing work-related stress. Prosecutors with high emotional intelligence showed better self-regulation, empathy, and adaptability, enabling them to navigate ethical dilemmas, interpersonal conflicts, and courtroom tensions. They reported that emotional awareness helped them remain impartial when assessing evidence and interacting with victims and defendants. Observations further supported that emotionally intelligent prosecutors handled high caseloads without compromising well-being or judgment. Motivation—both intrinsic (sense of justice, personal fulfillment) and extrinsic (career advancement, recognition, institutional rewards)—was a significant driver of professional dedication. Prosecutors with strong motivation demonstrated greater resilience, job satisfaction, and consistent ethical performance. Document analysis confirmed that motivated individuals adhered more closely to ethical standards and maintained decision-making consistency.

**Conclusion:** The study emphasizes the need for a holistic human resource development approach within prosecutorial environments. It contributes to bridging psychology and legal studies by highlighting how emotional intelligence and motivation enhance prosecutorial effectiveness. Moreover, it extends dynamic capability theory to the legal field, showing how adaptability and institutional support foster resilience, ethical conduct, and professional growth in judicial settings.

**Keywords:** Dynamic Ability, Emotional Intelligence, Motivation, Organization, Performance of the Prosecutor's Office.

## Introduction

As a law enforcement institution, the Prosecutor's Office has a strategic role in upholding justice and maintaining the rule of law (Pratiwi et al., 2024). In carrying out their duties, prosecutors must have adaptive and responsive abilities in dealing with the dynamics of the judicial system that continue to develop (Sucipto et al., 2024). The dynamic ability of prosecutors is a crucial factor in ensuring law enforcement's effectiveness, especially amid complex challenges such as regulatory changes, demands for professionalism, and public expectations for transparency and accountability (Jones, 2025). One of the factors that affects the development of prosecutors' dynamic abilities is emotional intelligence (Falato, 2020). Prosecutors face high work pressure, interaction with various parties, and demands to make fair and objective decisions. High emotional intelligence allows prosecutors to manage stress, maintain emotional balance, and improve communication and negotiation skills necessary in legal proceedings. Prosecutors operate in a high-pressure environment where they must interact with various stakeholders, including law enforcement officers, legal representatives, and the public. Additionally, they are expected to make fair and objective decisions in cases involving significant social and legal consequences. High emotional intelligence allows prosecutors to manage stress effectively, maintain emotional stability, and exercise self-control in challenging situations. Furthermore, strong emotional intelligence enhances their ability to communicate persuasively, negotiate effectively, and build constructive relationships, all of which are critical for achieving fair legal outcomes.

Beyond emotional intelligence, prosecutors' dynamic capabilities are also shaped by motivation and organizational support. Intrinsic motivation, such as professional dedication and a commitment to justice, drives prosecutors to develop their skills and adapt to new legal challenges continuously. Extrinsic motivation, including career advancement opportunities and institutional recognition, further reinforces their drive for excellence. Meanwhile, organizational support—such as structured training programs, clear institutional policies, and effective supervision—equips prosecutors with the necessary resources to enhance their adaptability and decision-making skills. The synergy

between emotional intelligence, motivation, and organizational support plays a crucial role in strengthening prosecutors' ability to perform effectively in an evolving legal landscape.

In addition to emotional intelligence, work motivation plays an important role in shaping prosecutors' performance. Intrinsic motivations, such as a commitment to justice and professional ethics, and extrinsic motivations, such as incentives and recognition, can encourage prosecutors to work more professionally and productively (Hilmawan, 2024). When both intrinsic and extrinsic motivations are aligned, prosecutors are more likely to remain engaged, proactive, and committed to their professional responsibilities. However, high motivation alone is not enough to ensure optimal prosecutorial performance. Without adequate organizational support, even the most dedicated and motivated prosecutors may struggle to sustain their effectiveness in the long run. Organizational support plays a fundamental role in maintaining and strengthening prosecutors' motivation by providing a conducive work environment. This support can take various forms, including well-defined institutional policies that offer clear guidance on ethical and procedural standards, structured training programs that enhance legal expertise and adaptive skills, and performance evaluation mechanisms that ensure accountability and continuous professional growth. The availability of these resources helps prosecutors navigate legal complexities and perform their duties more effectively.

Furthermore, the quality of work facilities, access to technology, and effective supervision also contribute significantly to prosecutorial performance. Adequate facilities, such as case management systems and digital legal databases, streamline prosecutorial work, allowing for more efficient case handling. Strong supervisory support ensures that prosecutors receive mentorship, constructive feedback, and opportunities for skill development. When organizational support is robust and well-structured, it not only enhances individual performance but also strengthens the overall effectiveness of the Prosecutor's Office. Therefore, the interplay between work motivation and organizational support is a key determinant in improving prosecutorial performance and ensuring the efficiency and integrity of the judicial system. Several previous studies have

discussed factors that affect the performance of the prosecutor's office. For example, research by Christina Arfara et al. (2016) highlights the Impact of Emotional Intelligence in Improving Teamwork: The Case of the Public Sector (National Center for Public Administration and Local Government (Arfara & Samanta, 2016).

Meanwhile, research by Lusiana shows that emotional intelligence, work motivation, and fairness in organizations can affect employee performance. However, this relationship does not just happen—another factor plays a role, namely Organizational Citizenship Behavior (OCB), or organizational citizenship behavior, as a mediating variable. Emotional intelligence helps employees manage their feelings well, understand the emotions of others, and communicate effectively. High work motivation encourages them to give their best, while fairness in the organization creates a comfortable and supportive work environment (Lusiana & Dini, 2024).

Although various studies have discussed factors influencing prosecutorial performance, several research gaps remain unexplored. Previous studies, such as those by Arfara & Samanta (2016) and Lusiana & Dini (2024), have highlighted the role of emotional intelligence, work motivation, and organizational support in improving individual performance in the public sector (Arfara & Samanta, 2016; Lusiana & Dini, 2024). However, these studies generally examine these factors separately or with other mediating variables, such as Organizational Citizenship Behavior (OCB), without analyzing how these three factors collectively contribute to the development of prosecutors' dynamic capabilities. Moreover, research on factors affecting prosecutorial performance remains limited within the context of the judicial system in Indonesia. Most previous studies focus on the public sector in general or broader organizational work environments. In contrast, prosecutorial institutions have unique characteristics, such as high workloads, legal and social pressures, and strict integrity requirements. The lack of studies specifically exploring how prosecutors develop their dynamic capabilities in response to these challenges represents a critical gap that needs to be addressed.

Furthermore, previous research has predominantly employed quantitative approaches that emphasize statistical relationships between specific variables. However, to gain a deeper understanding of how

prosecutors adapt and develop their dynamic capabilities, a more comprehensive and qualitative approach is necessary. Therefore, this study offers a novel contribution by using a qualitative approach to delve into the experiences, perspectives, and challenges prosecutors face in performing their duties. Finally, this research expands the theoretical contribution to dynamic capability theory by demonstrating that, in the context of law enforcement institutions, psychological factors (emotional intelligence), intrinsic and extrinsic motivation, and organizational support play a crucial role in shaping prosecutors' adaptive responses to changes and challenges in their work environment. By addressing these research gaps, this study not only enriches the literature on human resource development in law enforcement institutions but also provides practical recommendations for strengthening organizational policies to enhance prosecutorial effectiveness and integrity.

## Methods and Materials

This study employs a qualitative case study approach to explore the interplay between emotional intelligence, motivation, and organizational support in developing prosecutors' dynamic capabilities within Indonesia's justice system. The research was conducted in several prosecutor's offices, selected based on variations in geographical and structural characteristics to obtain a broader perspective. The participants consisted of 15 prosecutors, chosen through purposive sampling to ensure diversity in position, work experience, and area of assignment (Miles & Huberman, 2014). This selection included junior prosecutors, senior prosecutors, and structural officials, ensuring a comprehensive understanding of professional challenges at different career levels. To participate, prosecutors were required to have a minimum of five years of experience, ensuring they possessed sufficient knowledge of workplace dynamics.

Data collection was conducted through in-depth interviews, observations, and document analysis. The interviews lasted between 60 and 90 minutes per session, allowing prosecutors to elaborate on their experiences regarding emotional intelligence, motivation, and organizational support. The semi-structured format provided flexibility to explore

emerging themes in-depth. Observations were carried out to directly examine workplace dynamics, professional interactions, and the challenges encountered in daily legal practice. The observation criteria focused on communication and teamwork among prosecutors, decision-making processes in case handling, stress management strategies, and the role of organizational culture and institutional support in shaping professional behavior. Additionally, document analysis was performed on internal policies, performance reports, and regulatory documents to provide contextual depth and cross-validate findings from interviews and observations.

To mitigate researcher bias, reflexivity was maintained throughout the study, ensuring that personal perspectives did not influence data interpretation. Triangulation of sources and methods was applied by comparing interview data with observations and document reviews to enhance credibility and reduce subjectivity (Helaluddin & Wijaya, 2019). Furthermore, member checking was conducted, where participants reviewed and confirmed the accuracy of interview interpretations to ensure their perspectives were represented accurately. Ethical considerations were strictly followed, with all participants providing informed consent before data collection. They were briefed on the study's purpose, the confidentiality of their responses, and their right to withdraw at any time. Ethical approval was obtained to protect participants' privacy and maintain research integrity. By implementing these rigorous methodological steps, this study ensures a comprehensive and credible analysis of prosecutors' workplace dynamics. The findings contribute to understanding how emotional intelligence, motivation, and organizational support can enhance prosecutorial performance and strengthen the integrity of legal institutions.

One limitation of this study lies in its reliance on a qualitative case study approach, which, while providing in-depth insights, may limit the generalizability of the findings to a broader prosecutorial context. The selection of prosecutors' offices and participants may not fully capture the diversity of experiences across different regions in Indonesia. Additionally, the study primarily focuses on self-reported experiences, which may introduce subjectivity and potential bias despite efforts to enhance validity through triangulation and member

checking. Another limitation relates to the observational method, where the "observer effect" may influence prosecutors' behavior, and the absence of longitudinal data collection restricts the ability to track changes in prosecutorial performance over time. Furthermore, while document analysis supports the study, institutional policies and performance reports may not fully reflect informal organizational practices, ethical dilemmas, or political pressures influencing prosecutors' professional development. Future research could address these limitations by integrating mixed-method approaches, expanding the study scope, and conducting longitudinal studies to gain a more comprehensive understanding of prosecutors' dynamic capabilities.

## Findings and Results

### The Concept of Dynamic Capabilities of Prosecutors

Dynamic ability refers to the ability of a person or organization to adapt and evolve as changes occur around them (Wonda, 2024). In the context of the prosecutor's office, this dynamic ability means the ability of prosecutors to adapt to changes in the judicial system, legal regulations, and evolving social demands. This ability encompasses not only technical skills but also the capacity to think critically, remain flexible, and employ the right strategy in addressing complex legal problems. Prosecutors with dynamic abilities can respond to various legal challenges more effectively and still maintain integrity and professionalism in every decision. Dynamic ability plays a significant role in increasing the effectiveness of prosecutors' work. In carrying out their duties, prosecutors are often faced with cases that are not only complex but also constantly evolving (Rostad & Langvik, 2025). Therefore, prosecutors must be able to adjust their approach based on regulatory developments, jurisprudence, and even changes in public expectations of the justice system. With good dynamic skills, prosecutors can work more efficiently, manage cases more appropriately, and improve the quality of legal decisions taken, which ultimately positively impacts their performance in law enforcement.

Rapid changes in regulations and technology are an inevitable challenge in the work of prosecutors. For example, with the increasing number of cases involving



digital technology, prosecutors need to understand better digital evidence and how to process it in court. Dynamic capabilities enable prosecutors to rapidly adapt to technological advances and changing regulations, utilizing digital tools to support legal processes. In addition, the application of technology in case management also helps prosecutors work faster and more accurately, increasing the effectiveness of their work. Several factors affect the dynamic ability of prosecutors, both from themselves and the environment

in which they work. One of them is emotional intelligence. Prosecutors must have skills in managing emotions, dealing with work pressure, and interacting with various parties. In addition, work motivation also plays a significant role, encouraging the upholding of justice and extrinsic motivation, such as incentives or professional recognition. Another factor that is no less important is the ability to collaborate with colleagues as well as receive input from others, which can enrich their perspectives and skills ([Kabzińska & Dukala, 2025](#)).

**Table 1**

*The Concept of Dynamic Capabilities of Prosecutors*

Aspect	Description	Impact on Prosecutors' Performance
Definition	The ability to adapt and evolve in response to changes in the judicial system and legal environment.	Enhances flexibility and responsiveness to legal challenges.
Key Components	<ul style="list-style-type: none"> <li>- Critical Thinking: Analyzing legal complexities and formulating appropriate strategies.</li> <li>- Adaptability: Adjusting to evolving regulations and societal expectations.</li> <li>- Strategic Decision-Making: Developing legal approaches suited to dynamic cases.</li> </ul>	Improves efficiency in case handling and strengthens professional integrity.
Influencing Factors	<ul style="list-style-type: none"> <li>- Emotional Intelligence: Managing stress, handling interactions, and maintaining objectivity.</li> <li>- Work Motivation: Intrinsic (justice commitment) and extrinsic (incentives, recognition).</li> <li>- Collaboration Skills: Engaging with colleagues and learning from feedback.</li> </ul>	Boosts resilience, commitment, and teamwork within the prosecutor's office.
Technological Adaptation	Understanding digital evidence, utilizing legal technology, and managing digital case files.	Speeds up case resolution and ensures accuracy in digital legal processes.
Organizational Support	<ul style="list-style-type: none"> <li>- Training Programs: Continuous legal and interpersonal skill development.</li> <li>- Work Environment: Supportive policies, open communication, and adequate resources.</li> </ul>	Facilitates professional growth and ensures long-term career development.
Challenges	<ul style="list-style-type: none"> <li>- Bureaucratic Rigidity: Slows down innovation and policy adaptation.</li> <li>- Heavy Workload: Limits opportunities for personal and skill development.</li> </ul>	Requires institutional reforms to enhance efficiency and flexibility.
Recommended Strategies	<ul style="list-style-type: none"> <li>- Providing structured competency development programs.</li> <li>- Implementing psychological support and stress management initiatives.</li> <li>- Ensuring fair performance evaluations and career progression opportunities.</li> </ul>	Strengthens prosecutorial effectiveness and promotes career sustainability.

[Table 1](#) highlights the significance of dynamic capabilities in enhancing prosecutorial efficiency, adapting to legal advancements, and ensuring a fair and effective judicial system. A supportive work environment is also essential in developing prosecutors' dynamic abilities. Organizational support in the form of continuous training policies, adequate facilities, and appropriate supervision can significantly affect the self-development of prosecutors ([Hindi, 2024](#)). In addition, a conducive work atmosphere, which encourages open communication and collaboration between employees, can accelerate the process of improving the capabilities of prosecutors. Without sufficient support, prosecutors may struggle to continue developing and addressing existing challenges. However, there are several challenges in developing the dynamic capabilities of prosecutors. One of the most significant is the rigid bureaucracy that often hinders innovation and changes

in organizational structures. In addition, the exceptionally high workload also usually makes it difficult for prosecutors to focus on their personal development. For this reason, the prosecutor's office needs to provide space for competency development through appropriate training and psychological support to manage stress and ensure adequate performance evaluations that can encourage prosecutors to continue to develop. With these steps, prosecutors can optimize their dynamic ability to face increasingly complex challenges in the legal world.

### **The Role of Emotional Intelligence in Prosecutor Performance**

Emotional intelligence is the ability to recognize, understand, and manage one's own emotions as well as the emotions of others. In a work context, such as the prosecutor's office, emotional intelligence is essential because it relates directly to how prosecutors interact

with others and manage their feelings in stressful situations. Four main components of emotional intelligence play an important role in supporting prosecutors' performance: self-awareness, emotional management, empathy, and social skills (Launyah & Rochim, 2022). Self-awareness is the ability to recognize and understand our feelings at that moment and how those feelings affect our thoughts and behavior. In the world of prosecutors, self-awareness helps prosecutors recognize stress or other emotions that may affect their decisions or how they interact with the parties involved in a case. As the second component, emotional management refers to the ability to control emotions and respond healthily and productively. A prosecutor who can manage his emotions well can remain calm and focused in stressful situations, such as when facing a tense trial.

Empathy is the ability to understand and feel what others are feeling. Empathy is critical in the prosecutor's office because prosecutors often deal with various parties, such as the victim, the defendant, or their families. By having empathy, prosecutors can be wiser in responding to the situation and avoid decisions influenced by prejudice or personal emotions. Meanwhile, social skills include communicating effectively and building positive relationships with others. This social skill is helpful for prosecutors in interacting with colleagues, judges, lawyers, and other parties involved in the judicial process (Fatilhah et al., 2024). Emotional intelligence has a significant impact on legal decision-making. Decisions made by prosecutors often involve complex considerations and long-term effects, such as the decision to file charges, establish charges, or negotiate an agreement. Prosecutors with high emotional intelligence will be better able to consider the feelings of the victim and the defendant and the social impact of their decisions. Wiser and fairer decisions can be made by considering all sides, including the emotions associated with the situation, ultimately leading to a more humane and balanced decision.

In addition, emotional intelligence also helps prosecutors maintain objectivity and professionalism in decision-making. Uncontrolled emotions or attitudes that are too partisan can lead to biased or unfair

decisions (Hersyanda et al., 2024). In contrast, prosecutors who manage their emotions well may find it easier to maintain an objective view, even in stressful situations or emotional conflicts. In this case, emotional intelligence ensures that decisions are always based on facts and evidence, not personal emotions or perceptions. Facing the pressure and work dynamics in the prosecutor's office is an inevitable challenge. Prosecutors often face tight deadlines, heavy workloads, and highly emotional or sensitive cases (Fatilhah et al., 2024). Emotional intelligence is important in maintaining mental and emotional balance in these conditions. Prosecutors with good emotional intelligence will be better able to manage stress, not get carried away by emotions, and stay focused on their duties. It is also important to keep their mental health from getting caught up in burnout or mental exhaustion.

In addition, emotional intelligence helps prosecutors adapt to changes and dynamics in the workplace. In a challenging environment, prosecutors who can manage emotions and empathize with others are more likely to collaborate well in a team, deal with conflicts constructively, and find practical solutions to various problems that arise (Malonda, 2019). This ability not only benefits prosecutors in their day-to-day work but is also important in maintaining good professional relationships in the prosecutor's office, improving the efficiency and quality of work. Emotional intelligence also helps prosecutors build better relationships with other parties involved in the judicial process. With good social skills, prosecutors can communicate more effectively with judges, lawyers, witnesses, and other parties involved in the case. Listening empathetically, speaking attentively, and responding constructively can strengthen professional relationships, reduce potential conflicts, and improve cooperation between all parties involved. Overall, emotional intelligence plays a crucial role in supporting prosecutors in carrying out their duties more effectively, both in making legal decisions and facing work pressure. With high self-awareness, good emotion management, strong empathy, and qualified social skills, prosecutors will be more effective in carrying out their duties. They will be wiser and fairer in every step they take.

**Table 2**

*The Role of Emotional Intelligence in Prosecutor Performance*

Component	Description	Impact on Prosecutor Performance
Self-Awareness	The ability to recognize and understand one's own emotions and how they affect behavior.	Helps prosecutors remain conscious of stress and emotional biases, ensuring objective decision-making.
Emotional Management	The ability to regulate and control emotions productively and healthily.	Enables prosecutors to stay calm under pressure, improving focus and professionalism in trials.
Empathy	Understanding and sharing the emotions of others, including victims and defendants.	Encourages fairer and more humane legal decisions, minimizing personal biases.
Social Skills	Effective communication and relationship-building with colleagues and legal parties.	Enhances collaboration with judges, lawyers, and witnesses, reducing conflicts and improving teamwork.
Impact on Legal Decision-Making	Ensures legal decisions are based on facts and evidence rather than personal emotions.	Leads to fairer prosecutions and balanced sentencing, strengthening public trust in the justice system.
Stress Management	The ability to handle work pressure, heavy caseloads, and emotionally sensitive cases.	Reduces burnout, maintains mental health, and increases efficiency in case handling.
Adaptability to Workplace Changes	Adjusting to dynamic legal environments and evolving case complexities.	Improves problem-solving, teamwork, and responsiveness to new legal challenges.
Professional Relationships	Building strong, respectful, and cooperative relationships with judicial stakeholders.	Strengthens coordination, improves negotiation outcomes, and fosters a more effective judicial system.

Table 2 highlights how emotional intelligence enhances prosecutors' ability to make rational, fair, and objective decisions while managing stress and building strong professional relationships. Emotional intelligence plays a vital role in enhancing prosecutors' effectiveness by enabling them to manage emotions, make fair legal decisions, and maintain professionalism in high-pressure situations. Self-awareness helps prosecutors recognize their emotions and prevent biases in decision-making, while emotional management allows them to stay calm and composed during stressful legal proceedings. Empathy enables prosecutors to understand the emotions of victims, defendants, and witnesses, leading to more humane and balanced decisions. Strong social skills enhance communication and collaboration with judges, lawyers, and other legal professionals, fostering a more efficient judicial system. Emotional intelligence also influences legal decision-making, ensuring that prosecutors rely on facts and evidence rather than emotions or external pressures. Additionally, stress management is crucial in handling heavy workloads and emotionally charged cases, helping prosecutors maintain mental well-being and prevent burnout. The ability to adapt in the workplace further strengthens prosecutors' capabilities in navigating changes in regulations and legal challenges. Finally, emotional intelligence supports building professional relationships, fostering respect and collaboration among judicial stakeholders, which contributes to smoother legal processes and improved public trust in the justice system. Ultimately, prosecutors with strong emotional intelligence can carry out their duties more effectively, ensuring professionalism, fairness, and integrity in law enforcement.

### Work Motivation and Its Implications for Prosecutors

Work motivation is the drive that influences a person to achieve specific goals in their work (Faisal & Darmawan, 2024). In the prosecutor's office context, work motivation can be divided into two main types: intrinsic and extrinsic. Intrinsic motivation comes from within the individual, such as a sense of dedication to work, personal satisfaction, and a desire to uphold justice. Intrinsically motivated prosecutors often feel satisfied when carrying out their duties well without expecting material rewards. On the contrary, extrinsic motivation comes from external factors, such as awards, financial incentives, or recognition from superiors and society (Iriani, 2010). These two types of motivation have different roles but are equally important in influencing prosecutors' performance. Intrinsic motivation is often considered a more sustainable and profound factor in a prosecutor's work. When prosecutors have intrinsic motivations, they tend to focus more on long-term goals, such as providing fair legal services and maintaining the justice system's integrity. They feel fulfilled by carrying out their duties professionally and are committed to upholding the law despite various challenges. This intrinsic motivation can strengthen a prosecutor's dedication to continuous learning and development of his or her abilities, ultimately improving the quality of their work.

On the other hand, extrinsic motivation also plays an equally important role in the world of prosecutors. Incentives or awards provided by organizations can motivate prosecutors to work harder and achieve expected targets. Awards such as promotions, bonuses, or public recognition can incentivize prosecutors to perform their best. However, extrinsic motivations tend

to be more temporary and may not be enough to maintain prosecutors' performance in the long term if strong intrinsic motivations do not support them. The relationship between work motivation and the professionalism of prosecutors is very close. The professionalism of prosecutors is reflected in their attitude in carrying out their duties and the quality of the work they achieve (Tinambunan & Siwi, 2022). Prosecutors who have high work motivation, both intrinsic and extrinsic, tend to be more committed to carrying out their duties with full responsibility. They will be more disciplined, follow legal procedures carefully, and maintain ethics in their every action.

In contrast, less motivated prosecutors may tend to ignore correct or suboptimal procedures in handling cases, which can harm the credibility and integrity of their profession. In addition, good work motivation can help prosecutors deal with the pressures and challenges in the work environment. Prosecutors often face heavy workloads, tight deadlines, and emotionally stressful cases. Well-motivated prosecutors can manage stress and focus on tasks (Fadilah & Hamami, 2021). They tend to be more resilient to challenges and better able to get the job done efficiently without sacrificing quality or integrity. In other words, high work motivation can protect against mental fatigue and burnout, which are often experienced by this stressful profession.

However, various factors can increase or decrease the work motivation of a prosecutor. Factors that increase work motivation include strong support from superiors, opportunities to develop through training and education, and rewards for good performance. Good organizational support, including policies that provide space for prosecutors to excel, can motivate prosecutors to continue to give their best. Ongoing training also helps prosecutors feel more competent and confident in their duties (Djafar & Chandra, 2022). On the other hand, factors that can reduce the motivation of prosecutors include excessive workload, lack of appreciation or recognition for hard work, and unclear career paths. High workloads often lead to stress and burnout, reducing the prosecutor's enthusiasm for doing a good job. Additionally, a lack of recognition or appreciation from superiors can make prosecutors feel unappreciated, which can demotivate them. Lack of clarity on career paths or lack of opportunities for advancement can also affect the morale of prosecutors,

as they feel there is no hope for further development in their profession.

### **Organizational Support in Prosecutor Capacity Development**

Organizational support in the context of the prosecutor's office includes various forms that play a role in supporting the performance of prosecutors. One of them is transparent and supportive institutional policies (Parwitasari et al., 2022). This policy includes rules and procedures that govern how prosecutors carry out their duties, ensuring a structured and transparent system in each judicial process. Good institutional policies provide direction and guidelines for prosecutors to work with high standards and maintain consistency in applying the law throughout the prosecutor's office (Sihombing et al., 2023). In addition to institutional policies, training is an important form of organizational support. The training provided to prosecutors is not only limited to legal technical knowledge but also includes the development of communication skills, stress management, and other interpersonal skills in high demand in their jobs. This training allows prosecutors to continue developing their abilities following existing legal developments and social demands. With adequate training, prosecutors can become more skilled in handling a range of legal cases and facing various challenges in the field.

Adequate supervision is also an important form of organizational support. Supervision is not only a matter of supervising the performance of prosecutors but also providing constructive guidance and input so prosecutors can continue to develop and improve their performance (Syawali et al., 2021). In this case, a superior who can provide positive direction and feedback will significantly help the prosecutor improve the quality of his work. Good supervision can prevent repeated mistakes and ensure that prosecutors always work according to the standards that have been set. Adequate work facilities are also one of the supports that prosecutors urgently need. These facilities include various things, such as a comfortable workspace, supporting equipment, and access to the resources needed to complete tasks. With adequate facilities, prosecutors can work more efficiently and focus. Conversely, a lack of facilities can be an obstacle that reduces the effectiveness of prosecutors' work and adds



to their workload, ultimately impacting the quality of the work produced.

Good organizational support can have a significant impact on the effectiveness and performance of prosecutors. When prosecutors feel supported by clear policies, relevant training, constructive supervision, and adequate facilities, they will be more motivated and productive in carrying out their duties (Nuzan et al., 2023). This support will enable prosecutors to manage heavy workloads better, expedite the case resolution process, and maintain the quality of their work. Prosecutors who feel valued and supported tend to be more committed to their profession, which improves the quality of legal services. On the other hand, without adequate organizational support, prosecutors can face various difficulties that hinder their performance. For example, without a clear policy, prosecutors may be confused or inconsistent in carrying out their duties, leading to errors in handling cases. Prosecutors can find it difficult to adapt to the latest legal and technological developments without sufficient training. Lack of supervision can also prevent prosecutors from receiving the guidance they need to improve the quality of their work. All these factors can affect the effectiveness and quality of the prosecutor's work.

However, in implementing organizational support policies in the prosecutor's office, several challenges must be faced. One of the main challenges is budget

constraints that often affect an organization's ability to provide quality training or adequate work facilities. In addition, a complicated and slow decision-making bureaucracy can slow the implementation of policies to support prosecutors. Uncertainty in policy can also be an obstacle, mainly when organizational structure or regulations change how the prosecutor's office works. Another challenge is resistance to change in organizational culture.

In some cases, prosecutors or prosecutorial staff may have become accustomed to the old working methods and find adopting new policies or more modern systems challenging. In addition, there are also challenges in ensuring that an organization's support policies are applied evenly across all levels and regions. This unevenness can lead to differences in the quality of support received by prosecutors, ultimately leading to performance and effectiveness gaps. To overcome this challenge, a strong commitment from the prosecutor's office leadership is needed to implement the organization's support policy consistently. Visionary leadership and clear direction will go a long way in creating a supportive work environment for prosecutors. In addition, it is important to involve prosecutors in the decision-making process regarding policies that affect their work so that they feel more motivated to implement the policies responsibly (Table 3).

**Table 3**

*Organizational Support in Prosecutor Capacity Development*

Category	Description	Challenges	Impact on Prosecutors
Institutional Policies	Transparent and supportive policies ensure structured and consistent legal processes.	Bureaucratic delays, policy uncertainty, and resistance to change.	Enhances consistency, clarity, and fairness in legal proceedings.
Training Programs	Covers legal knowledge, communication skills, stress management, and interpersonal skills.	Budget constraints and uneven access to training across regions.	Improves skill development, adaptability, and case-handling proficiency.
Supervision	Constructive feedback and guidance to enhance prosecutors' performance	Lack of experienced supervisors, inconsistent feedback mechanisms.	Prevents mistakes, ensures quality control, and fosters professional growth.
Work Facilities	Adequate workspace, resources, and equipment for efficient case management.	Insufficient funding, lack of resource distribution, and outdated technology are key challenges.	Increases productivity, reduces stress, and improves case-handling efficiency.
Leadership Commitment	Visionary leadership ensures continuous policy implementation and support.	Resistance to change, inconsistent application of policies.	Encourages motivation, engagement, and commitment to prosecutorial duties.

### **Dynamics of the Relationship between Emotional Intelligence, Motivation, and Organizational Support**

The interaction between these three factors—emotional intelligence, work motivation, and organizational support—plays an important role in shaping a prosecutor's dynamic abilities (Sulchan &

Ghani, 2017). These three factors influence each other and work together to create conditions that allow prosecutors to thrive in their duties. Emotional intelligence helps prosecutors manage their emotions and interact effectively with various parties, which in turn affects their work motivation. High motivation will

encourage prosecutors to continuously improve their performance, while the organizational support provided in policies and facilities provides the necessary resources to develop these capabilities. For example, prosecutors with good emotional intelligence will be more likely to manage stress and deal with pressure, so the motivation to work harder is maintained. When prosecutors feel supported by the organization through good training or supervision, this will increase their confidence in carrying out their duties. The combination of high emotional intelligence, strong motivation, and adequate organizational support creates dynamic capabilities that allow prosecutors to adapt and thrive in the face of their various legal challenges.

Case studies or the experience of prosecutors in developing their abilities provide deeper insights into how these three factors work in practice. For example, a prosecutor handling a sizeable complex case may face high stress and emotional distress (Hibatullah et al., 2024). In these situations, their emotional intelligence is important in managing emotions and staying focused on goals. If the prosecutor has a strong intrinsic motivation, such as a desire to uphold justice, they will continue to strive despite the difficulties. Organizational support in the form of special training or guidance from superiors can also help prosecutors better understand the case's technical aspects, improve their skills, and ultimately provide more optimal performance. The experience of a prosecutor working in a supportive prosecutorial environment, with adequate facilities and clear institutional policies, will facilitate the development of their dynamic abilities. Conversely, prosecutors who work in less supportive environments, lacking practical training or supervision, may find it challenging to develop and adapt. In this context, good organizational support is essential to strengthen the dynamic capabilities of prosecutors, providing them with opportunities to learn and develop sustainably.

In addition to the internal factors mentioned, external factors also affect the dynamics of prosecutors' work. One is pressure from the public or the media, which often demands fast and precise results from the justice system. This external pressure can challenge prosecutors if they handle highly sensitive or controversial cases (Runturambi et al., 2024). On the other hand, the support of the community or other organizations that care about

the justice system's integrity can encourage prosecutors to work better and feel more motivated to carry out their duties with full responsibility (Muammar, 2024). The political and social environment also plays a role in influencing the dynamics of prosecutors' work. Government policies and frequent law changes can affect how prosecutors carry out their duties. For example, changes in anti-corruption policies or legal reforms can add to the complexity of prosecutors' work, requiring adjustments in the way they handle such cases. Political support and policies that support legal reform can provide room for prosecutors to thrive, while political barriers or inappropriate interventions can lower their work motivation and interfere with professionalism.

In addition, cultural factors and values in society also affect how prosecutors carry out their duties (Weilie & Jianping, 2009). In a society with strong values of fairness and integrity, prosecutors may feel more compelled to act responsibly and maintain professionalism. Conversely, if a culture prioritizes self-interest or outside pressure to ignore legal principles, prosecutors may find it difficult to maintain objectivity and integrity in their work. In this case, supporting organizations that support integrity and fairness are essential to help prosecutors focus on their duties. These external factors show that prosecutors' dynamic ability is influenced not only by internal factors such as emotional intelligence, work motivation, and organizational support but also by the existing external context. Prosecutors who work in a supportive environment, both internally and externally, tend to develop their abilities more successfully and deliver optimal work outcomes. Therefore, various related parties need to create an ecosystem that supports prosecutors in carrying out their duties in terms of policy, training, supervision, and social and political support. By paying attention to the interaction between internal and external factors, prosecutors can more easily develop their dynamic capabilities, improving the quality of the justice system in Indonesia. As a very defining profession in law enforcement, prosecutors need to continue to develop, not only technically but also in terms of emotional skills and professionalism. This ongoing process requires support from various parties within the organization and the broader community.

**Table 4***Dynamics of the Relationship between Emotional Intelligence, Motivation, and Organizational Support*

Factors	Description	Impact on Prosecutors' Performance
Emotional Intelligence	The ability to understand, manage, and regulate emotions effectively in professional settings.	Enhances stress management, decision-making, and interpersonal communication.
Work Motivation	The intrinsic and extrinsic drives encourage prosecutors to perform their duties diligently.	Increases commitment, productivity, and willingness to improve skills.
Organizational Support	Policies, training, supervision, and resources are provided to prosecutors to facilitate their work.	Strengthens confidence, adaptability, and job satisfaction.
Interaction Among Factors	Emotional intelligence supports motivation, while motivation is reinforced by organizational support.	Creates dynamic capabilities, enabling prosecutors to adapt and excel.
Challenges and Risks	Lack of emotional intelligence, low motivation, or weak organizational support.	Leads to burnout, decreased performance, and ethical concerns.

Table 4 illustrates the interconnectedness between emotional intelligence, motivation, and organizational support in shaping the dynamic capabilities of prosecutors. Emotional intelligence plays a crucial role in helping prosecutors regulate emotions, manage stress, and interact effectively with colleagues and stakeholders. Work motivation, driven by both intrinsic values (such as the desire to uphold justice) and extrinsic incentives (such as career advancement opportunities), influences the level of commitment and dedication of prosecutors. Organizational support, including structured training programs, effective supervision, and well-defined policies, ensures that prosecutors have the necessary resources to develop their competencies. These three factors work in synergy, with emotional intelligence reinforcing motivation, while motivation is further strengthened by organizational support. When all three are well-balanced, prosecutors demonstrate adaptability, resilience, and enhanced professional performance. However, if any of these factors are lacking, it may result in job dissatisfaction, increased stress levels, and reduced ethical decision-making, ultimately weakening the judicial system.

#### **Strategic recommendations to improve prosecutors' dynamic capabilities**

To improve the dynamic capabilities of prosecutors, it is important to develop a comprehensive strategy that includes the development of emotional intelligence, work motivation, and organizational support (Wibowo, 2015). One of the strategic recommendations that can be implemented is improving training that focuses not only on the technical aspects of the law but also on developing interpersonal skills and managing emotions. Prosecutors with good emotional intelligence will be better able to manage stress, communicate with relevant parties in the

judicial process, and deal with the pressures of their jobs. Training that involves simulating real-life situations or scenarios that test emotional abilities can also help prosecutors increase their confidence in facing various challenges. In addition to training, it is also important to provide incentives that encourage prosecutors' work motivation, both in the form of awards and opportunities for career development. Intrinsic and extrinsic motivations must be combined well so that prosecutors feel valued and motivated to give their best performance. One effective way is to provide a clear and transparent career path and ensure that awards are given for outstanding professional achievements. These awards can be promotions, bonuses, or public recognition that show that the organization appreciates the prosecutor's efforts and dedication.

The importance of organizational support cannot be ignored either. Clear institutional policies that support prosecutorial development should be strengthened by ensuring prosecutors have adequate work facilities, such as comfortable workspaces, supportive technology, and access to the necessary resources. In addition, a more transparent and constructive supervision system can also help prosecutors to continue to develop. A boss who gives positive feedback and appropriate guidance will greatly help prosecutors improve the quality of their work and maintain their enthusiasm and motivation. The Prosecutor's Office is also essential in developing programs to strengthen emotional intelligence and work motivation. These programs can start by providing regular training on emotional management, communication skills, and social intelligence. The prosecutor's office can work with psychologists or emotional intelligence experts to develop training modules that are effective and relevant to the

prosecutor's work (Troncoso & Weber, 2024). In addition, work motivation programs can involve providing appropriate incentives and creating a mutually supportive work environment between colleagues. The prosecutor's office needs to ensure that prosecutors feel empowered and allowed to develop professionally and personally.

The role of the prosecutor's office in forming a supportive organizational culture is also crucial. The Prosecutor's Office must create a work environment fostering mutual respect and cooperation between prosecutors, superiors, and colleagues. A culture that supports prosecutors' emotional and psychological well-being will encourage them to work better without sacrificing mental health (Ronaldi, 2023). Implementing policies that support work-life balance, such as flexibility in working hours or mental health programs, can be one way to maintain the well-being of prosecutors. The implications of developing emotional intelligence and work motivation are far-reaching for prosecutors and the judicial system. Prosecutors with good emotional intelligence can better make appropriate and fair decisions in handling legal cases. Decisions made by carefully considering various factors and controlling emotions will improve the quality of the justice system. In addition, motivated prosecutors will be more committed to their duties, which can speed up the judicial process and increase public trust in the legal system.

Institutional reform of the prosecutor's office also needs to support the development of prosecutors' dynamic capabilities. The prosecutor's office needs to review its existing internal structure and policies to

ensure that it supports the development of prosecutors in various aspects (Iswara, 2019). Policies that are open to innovation and improvement will allow prosecutors to evolve and adapt to changing times, especially in this challenging digital era. These reforms must include improving the quality of training, strengthening career paths, and providing adequate resources so prosecutors can work more efficiently and professionally. In addition, the institutional reform of the prosecutor's office also includes increasing transparency and accountability in every work process. The Prosecutor's Office must be committed to creating a system that is efficient and accountable. With clear transparency, prosecutors will feel more motivated to work with integrity, knowing their actions can be monitored and evaluated relatively easily. This will strengthen public trust in the judicial system and ensure that every legal decision is taken with careful consideration.

Ultimately, strategic recommendations to improve prosecutors' dynamic capabilities, including strengthening emotional intelligence and work motivation, will have far-reaching positive impacts. As a law enforcement agency, the Prosecutor's Office is responsible for maintaining integrity and justice. Therefore, ensuring that prosecutors have strong dynamic capabilities will increase the effectiveness of their work, accelerate case resolution, and improve the quality of the justice system in Indonesia. With supportive policies and the proper development programs, prosecutors will be better able to carry out their duties with dedication, professionalism, and integrity.

**Table 5**

*Strategic recommendations to improve prosecutors' dynamic capabilities*

Factor	Role in Prosecutors' Dynamic Capabilities	Positive Impact	Negative Impact of Lacking
Emotional Intelligence	Helps prosecutors manage emotions, interact with various parties, and handle work-related pressure.	<ul style="list-style-type: none"> <li>- Reduces stress and improves focus in decision-making.</li> <li>- Enhances workplace relationships and communication with colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>- Vulnerable to emotional pressure and high work stress.</li> <li>- Struggles to handle complex legal situations.</li> </ul>
Work Motivation	Encourages prosecutors to enhance performance and remain committed to their duties.	<ul style="list-style-type: none"> <li>- Boosts dedication and professionalism in handling cases.</li> <li>- Increases initiative and innovation in legal practice.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of enthusiasm and productivity in completing tasks.</li> <li>- Higher risk of work burnout.</li> </ul>
Organizational Support	Provides resources, policies, and facilities that support prosecutors' development.	<ul style="list-style-type: none"> <li>- Increases confidence and readiness in handling cases.</li> <li>- Facilitates effective training and supervision.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of facilities and training limits prosecutors' abilities.</li> <li>- Minimal supervision may reduce the quality of legal decision-making.</li> </ul>

Table 5 illustrates the dynamic relationship between emotional intelligence, work motivation, and organizational support in shaping prosecutors' dynamic capabilities. Emotional intelligence enables prosecutors to manage emotions, communicate effectively, and handle work-related stress, ensuring they remain composed and make fair decisions. Work motivation, driven by both intrinsic factors like the desire to uphold justice and extrinsic incentives such as career advancement, fosters dedication and innovation in legal practice. Meanwhile, organizational support—through policies, training, supervision, and resources—enhances prosecutors' confidence and skill development. When these three factors are well-balanced, prosecutors can adapt to complex legal challenges, maintain professionalism, and improve judicial efficiency. However, an imbalance—such as low emotional intelligence, lack of motivation, or inadequate institutional support—can lead to stress, reduced productivity, and poor decision-making, ultimately weakening the justice system. Therefore, strengthening these factors is essential to fostering prosecutors' resilience, ethical decision-making, and overall effectiveness in law enforcement.

### Discussion and Conclusion

The conclusion of this study highlights that the interaction between emotional intelligence, work motivation, and organizational support significantly influences the development of prosecutors' dynamic capabilities. These three factors are interconnected and are crucial in enhancing prosecutors' effectiveness and performance within the judicial system. Emotional intelligence helps prosecutors manage their emotions and make sound decisions, while work motivation is the primary driver for continuous improvement in quality and dedication. In the form of clear policies, training, supervision, and adequate facilities, organizational support fosters a professional environment that enables prosecutors to grow and excel. Furthermore, this study reveals that external factors, such as social pressure, government policies, and societal cultural values, also impact prosecutors' work dynamics. Therefore, enhancing prosecutors' dynamic capabilities requires comprehensive policies and development programs that integrate these three key factors. The prosecution office

should strengthen emotional intelligence and work motivation programs through training and appropriate incentives while fostering a work environment that supports prosecutors' emotional and psychological well-being. Institutional reforms within the prosecution system, including improvements in internal policies, transparency, and accountability, are also essential for supporting prosecutors' development. Through these reforms, prosecutors can work more efficiently, professionally, and in alignment with modern legal advancements, ultimately strengthening the judicial system and increasing public trust in the prosecution office. Thus, enhancing prosecutors' dynamic capabilities through the reinforcement of emotional intelligence, work motivation, and organizational support will have a broad positive impact on the judicial system in Indonesia.

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### Declaration of Interest

The authors of this article declared no conflict of interest.

### Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Ethical considerations in this study were that participation was entirely optional.

### Transparency of Data

By the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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### Authors' Contributions



All authors equally contribute to this study.

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