



## Performance of Police Members : How The Role of Motivation, Competency and Compensation?

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### Abstract

The purpose of this research is to analyze the relationship between motivation and police performance, competency and police performance, compensation and police performance. This research method is a quantitative survey. Respondents in this study were 310 police officers. Samples were taken based on random sampling technique. Data was obtained by distributing online questionnaires through social media, online questionnaires were designed using a Likert scale of 1 to 7. Data analysis used structural equation modeling (SEM) with SmartPLS 3.0 software tools. Test research instruments with validity and reliability tests and hypothesis testing. The data analysis technique used in this research is quantitative analysis. In this study the analysis used to determine the effect of work motivation, competence and compensation on the performance of police officers. The results of this study are motivation has a positive and significant effect on police performance, competency has a positive and significant effect on police performance, compensation has a positive and significant effect on police performance.

**Keywords :** Performance, Police Members, Motivation, Competency, Compensation

### Introduction

Competition in organizational activities in the era of industrial change 4.0 towards 5.0 has resulted in a high demand for quality human resources. This is because employees are a central factor in an organization. According to Geldard et al. (2016) whatever the form and purpose, organizations are made based on various visions for the benefit of humans and in carrying out their missions are managed and carried out by employees within the organization. Basically the company's management activities will be able to run well, if the company has employees who are knowledgeable and have high skills. So, employees are a strategic factor in all organizational activities. According to Indarti (2018); Kurniasih et al. (2022); Komari et al. (2013) because the success of an organization is strongly influenced by the individual performance of its employees. Therefore efforts to improve employee performance are the most serious management challenge, so that in the future they will be able to contribute to the progress of the company and survive in an unstable competitive business environment.

According to Luna et al. (2004) human resources are central figures in organizations and companies, including the Indonesian National Police. The higher the ability of members of the Police, the higher the organizational performance. Conversely, the lower the ability of members of the Police, the lower the organizational performance. The human resource development strategy also concerns competency issues in technical, conceptual, and human relations capabilities. According to Komari et al. (2013) workforce includes several competencies such as input-based competencies, transformational competencies, output competencies. The effect of competence on performance can be seen from the level of competence which



has practical implications in human resource planning. This can be seen from the description that knowledge and expertise competencies tend to be more real and relatively more visible on the surface, as one of the characteristics possessed by members of the Police. According to [Indarti \(2018\)](#); [Kurniasih et al. \(2022\)](#) So that government organizations or institutions including the Police can develop widely with all activities carried out to achieve the desired goals by using available human resources, but to achieve these goals, not it is enough just to get members who are considered the most competent, but no less important is the motivation that is continuously provided by the leadership. Another variable that also influences is compensation, where satisfactory compensation makes members of the police more enthusiastic in carrying out their duties in the organization.

Quality human resources are expected to be able to produce good work productivity. According to [Hartati \(2020\)](#) In reality there are still many agencies that have not been able to create optimal work productivity as expected. This can be seen from various perspectives, including from employees. Self-motivation that is less supportive to create less than optimal performance. On the other hand, there are reward issues, compensation issues, the culture of the organization which is a source of motivation for improving employee performance. In addition to motivation, competence and compensation that also determines a person's performance is job satisfaction. Job satisfaction is a matter related to individual satisfaction in doing his job. Each individual has different job satisfaction according to the wishes and the system he adheres to. According to [Indarti \(2018\)](#) Employees who do not get job satisfaction usually do not reach psychological maturity. Employees who have good job satisfaction will provide a good performance record such as attendance records, work turnover and good work performance compared to employees who do not get job satisfaction. Job satisfaction can also be influenced by the compensation provided by agencies to their employees. Compensation is a remuneration system that can be seen as a system that is in a reciprocal relationship between agencies and employees. According to [Luna et al. \(2004\)](#) each agency has various types of compensation to attract, retain people and motivate them to work according to agency goals. It is hoped that by providing compensation, it can have an impact on creating a conducive working climate that can produce more and better jobs as expected

According to [Komari et al. \(2013\)](#) Looking at the overall performance evaluation of members of the Police, it is classified as good, however, you are still a member whose performance is sufficient, some are even lacking. This needs attention and homework for leaders to change their performance so that they become better, so that people's evaluation of the Police becomes better. For this reason, a breakthrough is needed by the leadership to create good performance, for example by motivating members, providing compensation, although not always in the form of material, for example flattery, congratulations or providing opportunities to attend higher education. Based on the existing facts and on the seriousness of the main duties of the police as security maintainers, public order and law enforcers to provide protection, protection and service to the community, of course they will be in direct contact with the community. So the Police are required to provide services professionally and adhere to a code of ethics so that it will give a good image in society and are always faced with new phenomena along with various changes in the pattern of social life of the community.



## Literature Review

### Motivation

Work motivation is what employees need, employees with high motivation will certainly have enthusiasm in completing the work assigned to them. Motivation is a factor that will encourage someone to carry out a certain activity, therefore motivation is sometimes interpreted as a driving factor for someone's behavior in doing a job. According to [Hartati \(2020\)](#); [Indarti \(2018\)](#) work motivation is the drive, effort and desire that exist within humans that activate, empower and direct behavior in carrying out tasks in the work environment. The essence of work motivation is the urge to do everything better than others in carrying out activities to achieve goals. Motivation is a desire within a person that causes that person to take action. Based on the above understanding, it can be concluded that work motivation is an activity that generates, distributes, maintains, and encourages a person's behavior to carry out certain actions or actions optimally to achieve what is targeted. According to [Luna et al. \(2004\)](#) motivation is the process of influencing or pushing someone or a work group from outside so that they want to carry out something that has been determined. In addition, motivation can be interpreted as the work done by managers in providing inspiration, encouragement and encouragement to other people, in this case employees, to take certain actions. Meanwhile, [Komari et al. \(2013\)](#) motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work with all their might to achieve satisfaction. According to [Geldard et al. \(2016\)](#); [Hartati \(2020\)](#) defines motivation as a process that determines individual intensity, direction, persistence in trying to achieve goals, motivation is a force both from within and outside that encourages a person to achieve certain goals that have been set.

### Competence

According to [Saban et al. \(2020\)](#) other factors that play an important role in improving employee performance are competence, where someone who has high competence will certainly be able to complete the various jobs assigned to him. The expert view explains that competence is synonymous with someone who has a better level of performance, is more consistent and more effective when compared to those who have average performance or even have no competence at all in doing their job. According to [Ringelhan et al. \(2013\)](#); [Saban et al. \(2020\)](#) competence is an ability to carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Furthermore, it is said that self-concept is the attitude, values or self-image of a person. Confidence is people's belief that they can be effective in almost any situation is part of people's self-concept. Knowledge is information that people have in a specific field. Knowledge is a complex competency. Skill is the ability to do a particular physical or mental task. According to [Pratama \(2022\)](#) competence or cognitive skills include analytical and conceptual thinking. Competence as a characteristic of someone who can be shown, which includes knowledge, skills, and behavior, which can produce performance and achievements. Measurable competence, expertise, and knowledge are the core of the performance management process in all companies or agencies. According to [Rivaldo et al. \(2021\)](#) competence is the type of expertise, knowledge, and abilities needed to carry out a job effectively. Then [Ringelhan et al. \(2013\)](#); [Saban et al. \(2020\)](#) stated competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Meanwhile [Purwanto et al. \(2021\)](#) said that competence consists of several different types of characteristics, which drive behavior. The foundation of these characteristics is evident in the way a person behaves at work. Competence is about



what people are like and what they can do, not what they might do. Competence is found in people who are classified as superior or effective performers.

### **Compensation**

According to [Saban et al. \(2020\)](#) compensation is important for employees as individuals because the amount of compensation reflects the size of their work among the employees themselves, their families and society. Compensation is often also referred to as rewards and can be defined as any form of appreciation given to employees as remuneration for the contributions they make to the organization. According to [Liu \(2021\)](#) The goal of compensation management is to help organizations achieve strategic success while ensuring internal and external fairness. Internal equity or internal justice ensures that more challenging positions or people who have better qualifications in the organization are paid more. Meanwhile, external equity or external justice ensures that jobs are compensated fairly in comparison with the same jobs in the labor market. According to [Mafini \(2014\)](#); [Rivaldo et al. \(2021\)](#) compensation is something employees receive as a substitute for their service contributions to the organization. To develop a fair compensation system, management needs to carry out a "job evaluation". With evaluation, management seeks to consider and measure employee input (skills, effort, responsibility and so on) to determine minimum performance and change the size in units of money. Compensation is also the main driver for employees to work, because with compensation in the form of financial employees can meet their needs. So that compensation affects the performance of employees. Compensation is seen as one of the HR factors that influence employee performance. This is reinforced by [Rivaldo et al. \(2021\)](#); [Ringelhan et al. \(2013\)](#); [Saban et al. \(2020\)](#) that compensation is to reward employee performance. According to [Pallawagau \(2021\)](#); [Pratama \(2022\)](#) says that there is a kind of return on expectations between compensating companies and employees who receive them, namely the purpose of a worker working is to obtain compensation and the company expects employees to provide the best performance for their organization.

### **Performance**

According to [Susanto et al. \(2021\)](#); [Tella et al. \(\(2007\)](#) the expert's view explains that performance is the result of a person's work in quality and quantity that can be achieved in carrying out tasks in accordance with the responsibilities given to him. Other views explain that high performance is the result of carrying out a job carried out by employees in accordance with the responsibilities given and the implementation is as expected. According to [Sudarno et al.\(2016\)](#) low employee performance can be measured using 3 (three) indicators, namely quantity, quality, and the ability to work together. Performance is a function of ability, motivation, and opportunity. The theory explains that in the creation of high performance, these three factors are mandatory for individuals to achieve the expected work results. The performance theory explains that individuals are required to have beaker ability ja which in this study is referred to as competence, that the higher the competency possessed by an individual, the higher the performance he will produce. According to [Liu et al. \(2011\)](#); [Margahana et al. \(2018\)](#) high performance cannot be obtained only with work ability, but other antecedents are needed, namely work motivation, that with high work motivation and displayed by individuals at work, then the completion of work produced by individuals will increase. Another antecedent in the theory is the opportunity that if individuals are given the opportunity or opportunity to display their work abilities, the work that is their responsibility can be completed properly.

### **Method**

This research method is a quantitative survey. Respondents in this study were 310 police officers. Samples were taken based on random sampling technique. Data was obtained by distributing online questionnaires through social media, online questionnaires were designed using a Likert scale of 1 to 7. Data analysis used structural equation modeling ( SEM) with SmartPLS 3.0 software tools. Test research instruments with validity and reliability tests and hypothesis testing. The data analysis technique used in this research is quantitative analysis. In this study the analysis used to determine the effect of work motivation, competence and compensation on the performance of police officers.

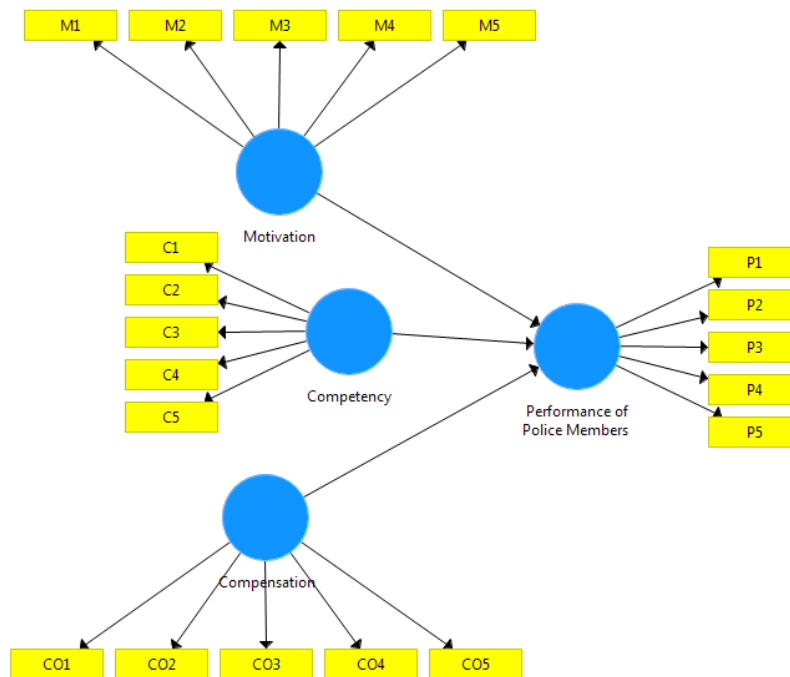


Fig 1. Research Model

The hypothesis in this study is

H1: Motivation has a positive and significant effect on police performance

H2: Competency has a positive and significant effect on police performance

H3: Compensation has a positive and significant effect on police performance

### Result and Discussion

The analysis used in this study is structural equation modeling–partial least squares (SEM-PLS),. According fig. 2 all of indicator has convergent validity, outer loading factor above 0.70. but the loading factor value of 0.50-0.60 can still be tolerated with a t-statistic value above 1.96 or a p-value <0.05 ( Purwanto et al, 2020).

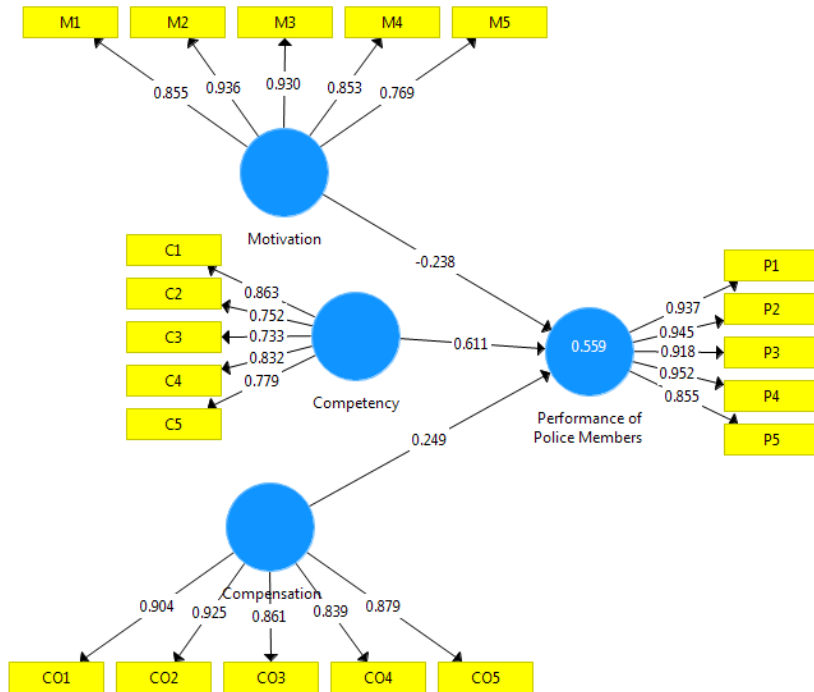


Fig 2. Convergent validity

### Discriminant Validity

Discriminant validity of the measurement model is assessed based on cross loading measurements with the construct. If the construct's correlation with the principal measurement of each indicator is greater than the other constructs, then the latent construct is able to predict indicators better than the other constructs. This means that the indicators used for the latent construct are said to be valid.

Table 1. Discriminant Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivation	0.815	0.854	0.876	0.697
Competency	0.832	0.816	0.865	0.661
Compensation	0.810	0.845	0.898	0.651
Performance	0.818	0.854	0.809	0.699

Based on table 1, it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so that all variables meet the reliability requirements. The test results show that the AVE value

in all constructs is greater than 0.50 so that it is sufficient in terms of convergent validity (Purwanto et al, 2021). Furthermore, based on the square root of average variance extracted (AVE root) all the variables designed in this study are greater than the correlations between latent variables so that it can be concluded that all indicators have good convergent validity.

**Reliability**

Composite reliability and Cronbach alpha are used to test the value of reliability or reliability between the indicators of the constructs that make them up. Composite reliability and Cronbach alpha values are said to be good, if the value is above 0.70 it is recommended, but a factor value of 0.50-0.60 can still be tolerated. In other words, good composite reliability and Cronbach alpha values indicate that discriminant validity has been achieved.

**PLS Bootstrapping Structural Model**

The next test is to look at the significance of the effect between independent constructs on the dependent and answer what has been hypothesized. The results of the PLS Bootstrapping Model are presented in the image below.

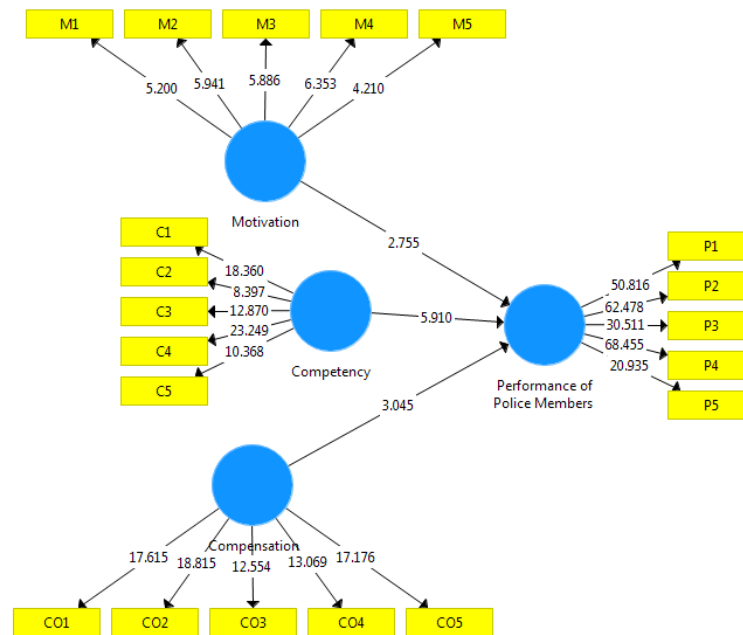


Fig 3. Path diagram of the PLS Bootstrapping Structural Model

Testing with a significance level of 5% if the t-statistic value is > 1.98 then the null hypothesis (H0) is accepted and vice versa. The t-statistical value of the effect coefficient of the latent construct was obtained from PLS Bootstrapping.



Table 2. Hypothesis Test

Hypothesis	T Statistics	P Values	Conclusion
Motivation-> police performance	2.755	0.001	Supported
Competency -> police performance	5.910	0.003	Supported
Compensation -> police performance	3.045	0.002	Supported

### The relationship between motivation and police performance

Based on the results of the hypothesis testing, the t value was  $2.755 > 1.96$  so it was concluded that the motivation variable had a positive and significant effect that good work motivation meant that members of the Police would also provide good performance. solid and compact under the trust of the leadership, creating a comfortable and harmonious working atmosphere. According to [Susanto et al. \(2021\)](#); [Tella et al. \(2007\)](#) The higher the motivation, the more role it plays in providing reinforcement for desires that lead to better work performance and can direct individual behavior in achieving goals. So that good work motivation will make members of the Police improve their performance.

According to [Liu et al. \(2011\)](#); [Margahana et al. \(2018\)](#) motivation is a skill in directing employees to organizational goals so they want to work and try so that the desires of employees and organizational goals can be achieved. One's motivation to do a job is because of a necessity of life that must be met. This need can be in the form of economic needs, namely to get money. While non-economic needs can be interpreted as the need to gain appreciation and the desire to be more advanced. With all these needs, a person is required to be more active and active in working, to achieve this it is necessary to have motivation in doing work, because it can encourage someone to work and always want to continue their business.

The results of this study support the research results of [Nursaid et al. \(2020\)](#); [Nguyen et al. \(2020\)](#), [Setyoko et al. \(2022\)](#) that motivation has a positive and significant effect on employee performance. The results of this study are also in accordance with the results of research conducted by [Abayomi \(2014\)](#) who found that work motivation was found to have a positive influence on employees in the company. Likewise the results of this study agree with [Susanto et al. \(2021\)](#); [Tella et al. \(2007\)](#) where in his research found work motivation to have a positive and significant influence on performance. The results of this study are also in accordance with what was stated by [Margahana et al. \(2018\)](#) from his research it was found that work motivation has a positive and significant influence on employee performance. According to the theory put forward by [Saputra et al. \(2022\)](#); [Sudarno et al. \(2016\)](#) revealed that employees who have high achievement motivation must be able to This is also consistent with the theory of achievement motivation from [Nguyen et al. \(2020\)](#), [Setyoko et al. \(2022\)](#) which concludes that there is a positive influence between achievement motivation and employee performance achievement. Employees with high achievement motivation, work more efficiently after they are praised for their individual efforts, but they have high achievers who are praised for working well together in a group, do not work more efficiently. In addition, these individuals also prefer work that always gets





feedback on the work they have done, so that they can measure the progress of each job that has been done.

### **Competency relationship and police performance**

Based on the results of the hypothesis test, it was obtained that the t value was  $5,910 > 1.96$ , so it was concluded that competence has a positive and significant influence on the performance of members of the Police, meaning that if competence is increased, the performance of members will increase. The performance and effectiveness of Police Members in carrying out their duties in their respective units is largely determined by the competencies required by the field of work. Through increasingly adequate competence, a person will have more mastery and be able to practically apply all work tasks in accordance with the specified job descriptions. According to [Komari et al. \(2013\)](#); [Luna et al. \(2004\)](#) the higher competence of members can be measured by the increasing knowledge and skills as well as the development of better temperament and self-concept. The results support research conducted by [Nugroho \(2006\)](#) that competence has a positive and significant effect on employee performance. This research also supports the research of [Nursaid et al. \(2020\)](#); [Nguyen et al. \(2020\)](#), [Setyoko et al. \(2022\)](#); [Tella et al. \(2007\)](#) that competency has a positive and significant effect on employee performance. The implication of the results of this research is that the performance of members of the Police can be improved through increased competence.

The Effect of Competence on Performance. Competence is described as a person's ability to carry out a job for which he is responsible and is based on the skills and knowledge possessed, then supported by the work attitude required by the job. Employees are required to have high competence, of course, in making decisions related to completing work, they will always use the experience and knowledge they have gained. The results of this study are also in accordance with what was stated by [Saputra et al. \(2022\)](#); [Sudarno et al. \(2016\)](#) that competency and have a positive and significant influence on employee performance. According to [Liu Liu et al. \(2011\)](#); [Margahana et al. \(2018\)](#) competence is the initial capital from within employees that must be owned to be able to occupy a certain position and carry out work in accordance with their duties and responsibilities. Competence is also a key determining factor for someone in producing excellent performance. In collective situations, competence is a key factor determining organizational success. The higher the competence of employees, the higher the performance should be. Conversely, the more incompetent the employee, the lower the performance. According to [Tella et al. \(2007\)](#) the knowledge capacity possessed will also make it easier for employees to overcome the problems encountered when completing tasks and work. This condition will ultimately improve employee performance both in terms of the work itself and personal characteristics. , and openly improve self-quality through the learning process. Employees who have good intellectual competence and high achievement motivation are definitely able to improve their performance. Competence, and high performance signal that an organization is well managed and will fundamentally produce good management behavior effective.

### **The relationship between compensation and police performance**

Based on the results of hypothesis testing, the t value is  $3.040 > 1.96$

Compensation variable, in this study also has an influence on performance improvement. Compensation is something that members of the Police receive as a substitute for their service contribution to the Police institution. Compensation is also an important factor in efforts to improve the performance of members of



the Police and as a stimulus in encouraging members to achieve the tasks assigned by their unit. Implementing a good compensation system will make members feel valued so that they will be motivated to work, which will ultimately have an impact on their performance. The results of this study support previous research conducted by Komari et al. (2013); Luna et al. (2004) which analyzed the influence of the work environment, work discipline, and compensation on employee performance. In this study stated that the compensation variable significantly affects employee performance. The better the compensation given, the better the performance. According to Geldard et al. (2016); Hartati (2020); Indarti (2018) Taking from various literature that the author has read, that the provision of compensation to workers is a worker's right as well as a company's obligation. Fulfillment of this type of compensation is a form of the company's commitment to fulfilling workers' rights. The compensation given to employees greatly influences the level of employee job satisfaction, work motivation, and employee work results/performance. Compensation given to employees is very influential on the level of job satisfaction and work motivation, as well as work results/employee performance. If the remuneration received is greater, it means that the position is getting higher, the status is getting better, thus the job satisfaction is also getting better. The compensation given based on performance and skills seems to satisfy employees, so it is hoped that employees will be motivated to improve their performance and develop their skills.

### **Conclusion**

Based on the results of the analysis and discussion of the analysis, it can be concluded that motivation has a positive and significant effect on police performance, competency has a positive and significant effect on police performance, compensation has a positive and significant effect on police performance. The influence of the three independent variables is positive, meaning that the higher the work motivation, competence and compensation, the higher the employee performance will be. In order for the Police institution to gain a better recognition in the eyes of the public with all activities carried out to achieve the desired goals by using available human resources, but to achieve these goals it is not enough just to get members who are considered the most competent, but not less important than continuous leadership

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