

Work Competency, Motivation And Discipline In The Police Personnel Force

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ABSTRACT

Submitted: **Purpose of the study** —to determine the effect of competence, motivation, and work discipline on the performance of POLRI personnel at the XYZ Resort Police of West Java.
12-17,2021

Research method—Quantitative study using the Survey method

Accepted: **Result**— There is a simultaneous positive effect of Competence, Motivation, Work Discipline on the Performance of POLRI
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Published: Personnel at the XYZ Resort Police. The magnitude of the positive influence of Competence, Motivation, Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police is 90.6% while the remaining 9.4% is influenced by other factors.
01-31, 2022

Conclusion— The variable with the greatest influence on the performance of POLRI personnel is the Competence variable, while the variable with the least influence is the Motivation variable.

Keywords: Work Competency, Motivation, Discipline, Performance.



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INTRODUCTION

The National Police of the Republic of Indonesia, abbreviated as POLRI, is a state instrument that plays a role in maintaining public security and order, upholding the law, and providing protection, protection and services to the community in the context of maintaining domestic security. Domestic security is a condition marked by ensuring security and public order, orderly and upholding the law, as well as the implementation of protection, protection, and service to the community. Thus the technical, theoretical, conceptual, moral skills of organizational actors at all levels of work are needed. In addition, the position of human resources

in the highest position is useful for encouraging organizations to display behavioral norms, values and beliefs as an important means of improving their performance (Sulaiman & Mawati, 2019).

The quality of public service delivery in police institutions continues to be in the spotlight of various parties, both by the public, academics, practitioners and the mass media. Various complaints from police services are no longer an open secret voiced. Therefore, research on the assessment of police service excellence is important as a basis for evaluating the performance of the Indonesian National Police. Various surveys related to the overall POLRI performance assessment have been carried out by various external and internal police agencies. The Indonesian National Police Research and Development Center conducted research in the last five years, from 2015 to 2019.

According to Sastrohadiwiryono (2015): what is meant by performance: "It is the implementation of the plans that have been prepared". (Sari et al., 2021) stated that the performance indicators are: "1) Loyalty; 2) Work Performance; 3) Responsibility; 4) Obedience; 5) Honesty; 6) Cooperation; 7) Initiative; 8) Leadership. The results showed that there was an increase in public confidence in the performance of the Indonesian National Police from 2015 to 2018. However, in 2019 there was a decrease compared to 2018. In succession, the results of the assessment of the level of public confidence in the performance of the Indonesian National Police from 2015-2019 were 65.92%; 68.99% 80.31%, 82.32%, 77.36%. Similar research was also conducted by external parties to the police, namely by Litbang Kompas and Mark Plus. (Journal of Litbang Polri April 2021 Edition). The performance of the XYZ Police Personnel, which is in the good category, has decreased, with the percentage in semester 1 of 2020 being 98.34% and decreasing in semester 2 of 2020 to 85.87%.

The Performance category has experienced an increase in semester 1 of 2021 which is 1.11% and semester 2 of 2020 is 8.86%. Then the performance in the less category experienced an increase in semester 1 of 2020 was 0% and in semester 2 of 2020 there was an increase of 4.71%. From the data from the HR Division of the XYZ City Police (2021) above, it appears that the education of personnel development for the XYZ Police for the Dikbanghpes/Dikjur division is 62 people (17.17%). Meanwhile, overall, 58 people (16.07%) had attended training and 241 people (66.76%) had never attended training. Then stated that the XYZ Police personnel graduated from high school as many as 192 people (53.19%), 1 person D3 graduate (0.28%), 157 S1 graduates (43.49%) 11 people (3.05%) graduate S2 %).

Research conducted by (Thamrin, 2021) concluded: "Partially competence, discipline and work motivation have a positive and significant effect on police performance at the Jeneponto Police Station. This means that increasing competence, discipline and work motivation can improve police performance". From the opinion above and the results of previous research, competence is able to affect performance, especially for POLRI personnel. In addition to competence and motivation, discipline also affects performance. According to Saydam (2016): "Discipline is an attitude of willingness and willingness of a person to obey and obey all the norms of the regulations that apply around him". With high discipline, employees will obey all existing regulations, so that the implementation of work can be in accordance with the predetermined

plan. Oktafiani and Wardhana (2018) conducted a study on the effect of discipline on POLRI performance which resulted in the conclusion: "Work discipline has a significant effect on POLRI performance at the Cilegon Police Station 56.5%".

From the background of the problem, competence, motivation and discipline are the key drivers of performance as a means of supporting the realization of the goals of an organization or institution. The strength of an organization or company lies in the human resources in it. If these human resources are properly cared for by appreciating their talents and expertise, developing capabilities and utilizing them appropriately, then an organization will be able to move effectively dynamic and growing rapidly.

The performance of personnel has a very important role for every organization in realizing the target of the work program that has been set (PRASETYO et al., 2021). Although, individual job performance is defined as the things they do, the actions they take that contribute to the organization (Campbell & Wiernik, 2015).

(Thalgaspitiya, 2020) said that worker motivations impact retention quotes and different behaviours inside organizations. In fact, there may be a huge quantity of proof suggesting that there may be an instantaneous dating among motivation of people on the process and decrease turnover intentions from Upasna & Vishal in function (Ramírez García et al., 2019) due to the fact while people are prompted at paintings they experience devoted to the organisation (Kong et al., 2016) at paintings is a complicated subject matter because it consists of a huge wide variety of theories, standards and numerous statistics and it brings collectively pupils from the psychology and managerial sciences that attempt to unveil individual's behaviour as a function (Ramírez García et al., 2019).

Discipline is one of the most important elements in every organization. It is generally the backbone of every aspect of an individual's character as it guides how a person speaks, behaves, responds to other situations and treats. Organizations generally consist of groups of employees who are interdependent, and work together to achieve organizational goals. Thus, they interact with each other on a daily basis to fulfill their job roles and contribute effectively to their organizations. Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures (Okolie & UDOM, 2019).

From the background and literature review, the following hypotheses and framework can be formulated:

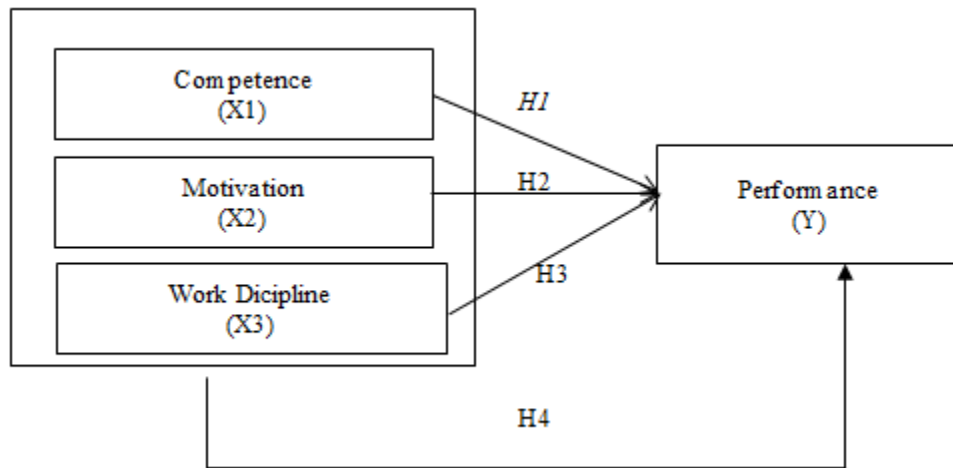


Figure 1: Research Framework

H₁ = It is suspected that there is a partial positive effect of Competence on the Performance of POLRI Personnel at the XYZ Resort Police.

H₂ = It is suspected that there is a partial positive influence of motivation on the performance of POLRI personnel at the XYZ Resort Police.

H₃ = It is suspected that there is a partial positive effect of Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police.

H₄ = It is suspected that there is a simultaneous positive influence of Competence, Motivation, Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police.

METHOD

This study uses a quantitative approach using the Survey method. The population in this study is the XYZ Police personnel, totaling 361 people. The technique used in sampling in this study was proportionate stratified random sampling of 78 personnel reduced using the Slovin formula. Measurement using a Likert scale (Hair, Joseph E & Al., 2014).

The questionnaire data was tested for validity and reliability, then the classical assumptions were tested including the normality test of the data using non-parametric statistics, the Kolmogorov-Smirnov test (KS test), the Multicollinearity test, and the heteroscedasticity test using the Glejser test (Suliyanto, 2018). To obtain the estimated values of the Y variable and the values of the X1 and X2 variables and the direction of influence caused by these values, multiple linear regression analysis was used. Furthermore, the hypothesis test uses the T test, while the F test aims to determine the joint effect of the independent variables on the dependent variable. Test the coefficient of determination to determine the value of Adjusted R².

RESULTS AND DISCUSSION

Validity and Reability test

By using the number of respondents of 78, then the value of r-table can be obtained through $df = n - k$. K is the independent variable. So $df = 78 - 3 = 75$ with a significant level of 5%, then r-table 0.2242. The results of the validity test of all research instrument items for variables X_1 , X_2 , X_3 and Y are all declared valid. Reliability Test With construct criteria or variables, it can be declared reliable if it gives a Cronbach Alpha value > 0.6 (Neuman, 2014).

Table 1: The results of the reliability testing of the X_1 , X_2 , X_3 and Y variables

Variable	Reliability	Description	Category
Competence	0,875	Reliable	High
Motivation	0,880	Reliable	High
Work Discipline	0,823	Reliable	High
POLRI Personnel Performance	0,891	Reliable	High

Classic assumption test

The results of the normality test using *Kolmogorov-Smirnov* on this research variable are said to have residual values that are normally distributed because the significance value is $0.200 >$ of the 0.05 value. So it can be ascertained that the distribution of data on this research variable is normal.

Multicollinearity test with tolerance value and variance inflation factor (VIF). The value that is commonly used to indicate the presence of multicollinearity is the VIF value < 10 (Ghozali, 2015)

Table 2: Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Competence_X1	.071	4.040
	Motivation_X2	.228	4.382
	Work_Discipline_X3	.118	8.464

From the results of the data in the table above, it is known that each variable has a VIF value < 10 . This means that there is no multicollinearity problem in the regression model, so that this variable meets the requirements of regression analysis.

Furthermore, Heteroscedasticity Testing with regression testing with the dependent variable absolute residual value, it was found that none of the t_{count} values for the independent variable had a significant effect ($sig. > 0.05$), so it can be concluded that in the estimation regression there are no symptoms of heteroscedasticity.

Multiple Regression Analysis Test

Table 3: Multiple Linear Regression Equation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.032	1.936		-.017	.987
	Competence_X1	.356	.126	.378	2.834	.006
	Motivation_X2	.359	.076	.353	4.733	.000
	Work_Discipline_X3	.295	.114	.268	2.586	.012

a. Dependent Variable: Performance_Personnel_Y

Based on the table above, the multiple linear regression equation is as follows:

$$Y = -0,032 + 0,356x_1 + 0,359x_2 + 0,295x_3 + \varepsilon$$

The equation states that each addition of X_1 , X_2 and X_3 by 1 will increase Y by 0.356 and 0.359 and 0.295, meaning that each increase in Competence, Motivation and Work Discipline by 1, will increase the Performance of POLRI Personnel at the XYZ Resort Police by 0.356 and 0.359 and 0.295.

Hypothesis test

Table 4: Hypothesis Testing (t) variable X_1 , X_2 and X_3 to Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.032	1.936		-.017	.987
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	Work_Discipline_X3	.295	.114	.268	2.586	.012

a. Dependent Variable: Performance_Personnel_Y

Based on table 4. the results of the t-test showed that the t-count of the Competence variable (X_1) has a p-value of $0.006 < 0.05$, meaning that it is significantly distributed, while tcount is $2.834 >$ from ttable 1.992, which means it is significant. Motivation variable (X_2) has a p-value of $0.000 < 0.05$ which means it is significant, while tcount $4.733 >$ from ttable 1.992 means significant. The Work Discipline variable (X_3) has a p-value of $0.012 < 0.05$ which means it is significant, while tcount $2.586 >$ of 1.992 means it is significant.

Furthermore, to determine the joint effect of Competence (X_1) Motivation (X_2) and Work Discipline (X_3) on the Performance of POLRI Personnel (Y), tested with the F test, the test results can be seen in the table below:

Table 5: F . Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1824.276	3	608.092	238.599	.000 ^b
	Residual	188.596	74	2.549		
	Total	2012.872	77			

a. Dependent Variable: Performance_Personnel_Y

b. Predictors: (Constant), Work_Discipline_X3, Motivation_X2, Competence_X1

Based on the table of ANOVA test results or F test obtained Fcount of 238,599 with a significance level of 0.000. This means that the variables of Competence (X_1), Motivation (X_2) and Work Discipline (X_3) have a simultaneous effect on the performance of POLRI personnel (Y). The results of the F test have a p-value of $0.000 < 0.05$, which means it is significant, while fcount $238.599 >$ from ttable 2.728 means it is significant.

The coefficient of determination is seen from the value of Adjusted R^2 . The value of Adjusted R^2 ranges from 0 to 1, which means that the independent variable has a strong ability to explain fluctuations in the dependent variable. Conversely, if the value of Adjusted R^2 is getting closer to 0, it means that the weaker the ability of the independent variable to explain fluctuations in the dependent variable. The results of the calculation of the coefficient of determination are obtained as shown in the table below:

Table 6: Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952 ^a	.906	.903	1.596

a. Predictors: (Constant), Work_Discipline_X3, Motivation_X2, Competence_X1

From the table above, it can be seen that R Square is 0.906, this means that 90.6% of POLRI Personnel Performance is influenced by Competence, Motivation, Work Discipline as much as 90.6%, while the remaining 9.4% is influenced by other factors.

After processing and analyzing the data obtained from the answers to the questionnaire distributed to respondents regarding the influence of Competence, Motivation, Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police and obtained the following description:

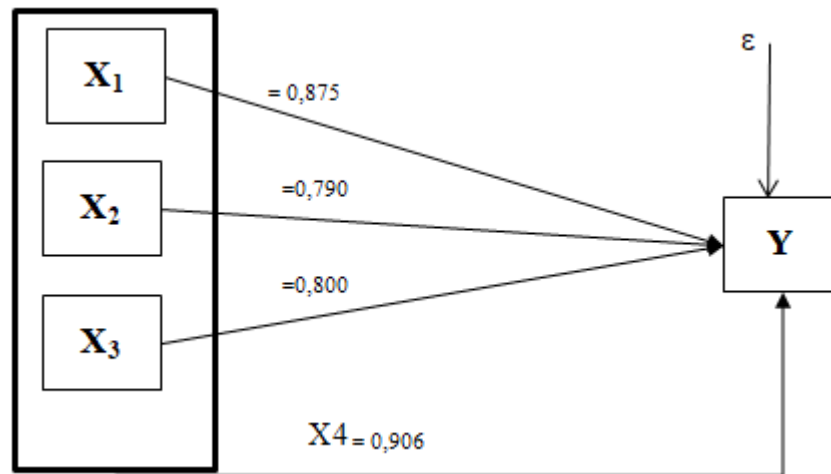


Figure 2. Diagram of the Effect of Research Variables

CONCLUSION

Based on the results of the analysis and discussion that have been stated previously, the following conclusions can be drawn:

There is a partial positive effect of Competence on the Performance of XYZ Personnel at the XYZ Resort Police. The magnitude of the influence of Competence on the Performance of POLRI Personnel at the XYZ Resort Police is 87.5% while the remaining 12.5% is influenced by other factors.

There is a partial positive effect of motivation on the performance of POLRI personnel at the XYZ Resort Police. The magnitude of the positive influence of motivation on the performance of POLRI personnel at the XYZ Resort Police is 79% while the remaining 21% is influenced by other factors.

There is a partial positive effect of Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police. The magnitude of the influence of Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police is 80% while the remaining 20% is influenced by other factors.

There is a simultaneous positive effect of Competence, Motivation, Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police. The magnitude of the positive influence of Competence, Motivation, Work Discipline on the Performance of POLRI Personnel at the XYZ Resort Police is 90.6% while the remaining 9.4% is influenced by other factors.

The variable with the greatest influence on the performance of POLRI personnel is the Competence variable, while the variable with the least effect is the Motivation variable.

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