STRENGTHENING PERFORMANCE OF INDONESIAN NATIONAL POLICE IN SOUTH SUMATERA REGIONAL POLICE

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ABSTRACT

Excellent police service is very important. Community expected the excellent police service, so that the National Police needs to create positive performance. The study aims to determine whether there is a direct or indirect effect of reward and job satisfaction on performance and strengthening the performance of the National Police. The research method is a survey with path analysis. The research variables are 2 exogenous variables, reward system (X1) and job satisfaction (X2) and 1 endogenous variable, performance (X3). Sampling of 548 Polri personnel in the South Sumatra Regional Police used stratified random sampling. Based on the results of statistical calculations, there is a positive direct effect of rewards on performance with a path coefficient of 0.381 and a T-count of 10.217. Job satisfaction on performance has a positive direct effect with a path coefficient of 0.475; T-count value of 12.740. The positive direct effect of rewards on job satisfaction with a path coefficient of 0.714 and the T-count of 23.817 and the indirect effect of rewards on performance through job satisfaction has a path coefficient of 0.339; T-count value is 11,242. Strengthening the performance of the National Police is done by building a healthy job environment through the accuracy of the management of reward, based on the accuracy of performance assessment instruments, so that it has an impact on job satisfaction and has positive effect on performance.

KEYWORDS: performance management; reward; job satisfaction

INTRODUCTION

Performance of the Republic of Indonesia National Police (Polri) is always demanded to perform excellent police services, so that it has consequences for the realization of positive performance stability. Positive performance stability requires strengthening performance. Various factors affect performance, including appreciation and job satisfaction. The focuses of the problem in this study are:

☐ Is there a direct effect of rewards on performance?
☐ Is there a direct influence on job satisfaction on performance?
☐ Is there a direct effect of appreciation on job satisfaction?
☐ Are there indirect effects of rewards on performance through job satisfaction?
☐ How to strengthen the performance of the National Police?
RESEARCH METHODS

The method used in this study is a survey with path analysis. Path analysis is a statistical technique used to test causal relationships between two or more variables (Imam Ghozali and Fuad, 2005). The purpose of the analysis is to determine the direct effect and indirect, a set of cause variables on the effect variable. The research variables used are 2 exogenous variables (variables that have no cause), namely reward system (X1) and job satisfaction (X2) and 1 endogenous variable (variables caused and or caused), namely performance (X3). The hypothetical model of the study is illustrated in Figure 1.

The statistical hypothesis in this study is as follows:
1. Positive Direct Effect of Appreciation on Performance
   H0: $ p_{31} \leq 0$ (H0 is accepted, meaning there is no influence).
   H1: $ p_{31} > 0$ (H1 accepted, meaning there is influence).
2. Positive Direct Effect of Job Satisfaction on Performance
   H0: $ p_{32} \leq 0$ (H0 is accepted, meaning there is no influence).
   H1: $ p_{32} > 0$ (H1 accepted, meaning there is influence).
3. Positive Direct Effect of Appreciation on Job Satisfaction
   H0: $ p_{21} \leq 0$ (H0 is accepted, meaning there is no influence).
   H1: $ p_{21} > 0$ (H1 accepted, meaning there is influence).
4. The indirect effect of rewards on performance, through job satisfaction
   H0: $(p_{21} \times p_{32}) \leq 0$ (H0 is accepted, meaning there is no influence).
   H1: $(p_{21} \times p_{32}) > 0$ (H1 accepted, meaning there is influence).

The notation description used in the statistical hypothesis is:
- $ p_{31} =$ Path coefficient of the award variable (X1) to the performance variable (X3).
- $ p_{32} =$ Path coefficient of job satisfaction variable (X2) to performance variable (X3).
- $ p_{21} =$ Path coefficient of the award variable (X1) to the job satisfaction variable (X2)
Sampling was carried out using stratified random sampling with a total sample of 548 police personnel in North Sumatra Regional Police with the rank of non-commissioned officers, First Officers (Pama) and Middle Officers (Pamen). The areas of research object were the South Sumatra Regional Police (Polda) with 14 of the District Police (Polres), namely the Polres: Ogan Komering Ilir (OKI); Ogan Ilir (OI); Palembang; Banyuasin; Musi Banyuasin (MUBA); Lubuk Linggau; Musi Rawas; Natural Fence; Lahat; Muara Enim; Ogan Komering Ulu (OKU); Komering Ulu Selatan (South OKU); Ogan Komering Ulu Timur (East OKU); Prabumulih

LITERATURE REVIEW

Performance Management

The tendency of organizations that face global competitiveness will strengthen individual and organizational performance and rationalize competitors in the external environment, so a collaborative strategy is needed compared to competitive strategies. Strengthening performance is done with proper performance management. Performance management can be seen as an overarching term that embraces all the ways in which the organization and those who control the activities within it coordinate and direct actions in order to achieve the organization’s goals (Beardwell, Julie & Amanda Thompson, 2017). Performance management is carried out on three types of performance, namely:

1. Task performance means performance of the duties and responsibilities that contribute to the production of a good or service, or to administrative tasks. These include most of the tasks in a conventional job description.

2. Citizenship means performance of actions that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, treating coworkers with respect, making constructive suggestions, and saying positive things about the workplace.

3. Counter productivity means behavior that actively damages the organization, including stealing, damaging company property, acting aggressively toward coworkers, and taking avoidable absences (Robbins, Stephen P. & Timothy A. Judge, 2019).

Reward

Many types of pay are required for a complete economic reward system. Base pay, performance rewards, and profit sharing are the incentive foundation of a complete pay program, as diagrammed in the reward pyramid in figure 2, read it from the bottom (Newstrom, John W, 2007).
Figure 2
The Reward Pyramid: The Makeup of a Complete Pay Program
Appreciation impacts the motivational process, implicating motivated behavior and performance, illustrated in Figure 3.

Figure 3
Source: TR Mitchell and D Daniels. “Motivation” in Handbook of Psychology (Vol 12)
Job Satisfaction

Job satisfaction is a pleasurable emotional state resulting from the assessment of one’s job or job experiences (Colquitt, Lepine, Wesson, 2013). Value-percept theory argues that job satisfaction depends on whether you perceive that your job supplies the things that you value. This theory can be summarized with the following equation: 

\[ \text{Dissatisfaction} = (V_{\text{want}} - V_{\text{have}}) \times V_{\text{importance}} \]

where \( V_{\text{want}} \) reflects how much of a value an employee wants, \( V_{\text{have}} \) indicates how much of that value the job supplies, and \( V_{\text{importance}} \) reflects how important the value is to the employee. Big differences between wants and haves create a sense of dissatisfaction, especially when the value in question is important (Colquitt, Lepine, Wesson, 2013). Job satisfaction is best viewed as a collection of attitudes about different aspects of the job and job context (McShane/ Von Glinow, 2010).

DISCUSSION

Research respondents had a police education in Bintara totaling 74.45%; Akpol 10.22%; Selpa / Sespima 2.37%; STIK-PTIK 10.225; Sespim 2.74%. Assignment of respondents in the field of traffic as much as 10.80%; Criminal function 40.80%; intelligence as much as 7.20%; Up to 6% and others 35.20%. General education of respondents was 71.53% high school; Diploma 5.29%; Bachelor 19.53%; others 3.65%. Male respondents were 94.71% and women were 5.29%.

The results of the calculation of the South Sumatra Regional Police line coefficient are illustrated in Table 1.

Table 1
The Calculation of Path Coefficient

<table>
<thead>
<tr>
<th>Path</th>
<th>Path Coefficient</th>
<th>Tcount</th>
<th>ttable α = 0.05</th>
<th>ttable α = 0.01</th>
<th>Test Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>X_3X_1</td>
<td>( p_{31} )</td>
<td>0.469</td>
<td>3.821**</td>
<td>2.01</td>
<td>2.68</td>
</tr>
<tr>
<td>X_3X_2</td>
<td>( p_{32} )</td>
<td>0.311</td>
<td>2.535*</td>
<td>2.01</td>
<td>2.68</td>
</tr>
<tr>
<td>X_2X_1</td>
<td>( p_{21} )</td>
<td>0.486</td>
<td>3.850**</td>
<td>2.01</td>
<td>2.68</td>
</tr>
<tr>
<td>(p_{21} \times p_{32})</td>
<td>0.151</td>
<td>2.133*</td>
<td>2.01</td>
<td>2.68</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Writer’s Analysis

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The direct or indirect effect between the variables of appreciation, job satisfaction and performance on the South Sumatra Regional Police, is illustrated in Figure 4.

![Figure 4](image)

**Figure 4**

*Path Analysis: Influence among Variables in South Sumatera Regional Police*

*Source: Writer’s Analysis*

The results of the calculation of the South Sumatra Regional Police coefficient are illustrated in Table 2.

**Table 2**

<table>
<thead>
<tr>
<th>Path</th>
<th>Path Coefficient</th>
<th>T_count</th>
<th>t_table</th>
<th>Test Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>α = 0.05</td>
<td>α = 0.01</td>
</tr>
<tr>
<td>X₃X₁</td>
<td>p₃₁</td>
<td>0.381</td>
<td>10,217**</td>
<td>1.96</td>
</tr>
<tr>
<td>X₃X₂</td>
<td>p₃₂</td>
<td>0.475</td>
<td>12,740**</td>
<td>1.96</td>
</tr>
<tr>
<td>X₂X₁</td>
<td>p₂₁</td>
<td>0.714</td>
<td>23,817**</td>
<td>1.96</td>
</tr>
<tr>
<td>(p₂₁ X p₃₂)</td>
<td>0.339</td>
<td>11,242**</td>
<td>1.96</td>
<td>2.58</td>
</tr>
</tbody>
</table>

*Source: Writer’s Analysis*
The direct or indirect effect between the variables of appreciation, job satisfaction and performance on the South Sumatra Regional Police is illustrated in Figure 5.

\[ \text{Path Analysis: Influence among Variables in whole South Sumatera Regional Police} \]

\[ \text{Source: Writer's Analysis} \]

Whether there is a direct effect of reward on performance on the South Sumatra Regional Police and its ranks, is illustrated in Table 3. Based on Table 3, it is known that there are six (6) district polices who do not have a direct influence on rewards on performance.
### Table 3
Direct Effect of Reward toward Performance in South Sumatera Regional Police and its staff

<table>
<thead>
<tr>
<th>NO</th>
<th>AREA</th>
<th>HYPOTHESIS</th>
<th>STATISTIC TEST</th>
<th>DECISION H₀</th>
<th>CONCLUSION</th>
</tr>
</thead>
</table>
| 1. | South Sumatra Regional Police | Reward directly has positive effect on performance | $H_0 : p_{31} \leq 0$
                               |                               | $H_1 : p_{31} > 0$ | $H_0$ rejected | Directly has positive effect |
| 2. | Ogan Komering Ilir (OKI) District Police | Reward directly has positive effect on performance | $H_0 : p_{31} \leq 0$
                               |                               | $H_1 : p_{31} > 0$ | $H_0$ accepted | No Directly effect |
| 3. | Ogan Ilir (OI) District Police | Reward directly has positive effect on performance | $H_0 : p_{31} \leq 0$
                               |                               | $H_1 : p_{31} > 0$ | $H_0$ accepted | No Directly effect |
| 4. | Palembang District Police     | Reward directly has positive effect on performance | $H_0 : p_{31} \leq 0$
                               |                               | $H_1 : p_{31} > 0$ | $H_0$ accepted | No Directly effect |
| 5. | Banyuasin District Police     | Reward directly has positive effect on performance | $H_0 : p_{31} \leq 0$
                               |                               | $H_1 : p_{31} > 0$ | $H_0$ rejected | Directly has positive effect |
| 6. | Musi Banyuasin District Police | Reward directly has positive effect on performance | $H_0 : p_{31} \leq 0$
                               |                               | $H_1 : p_{31} > 0$ | $H_0$ accepted | No Directly effect |
| 7. | Lubuk Linggau District Police | Reward directly has positive effect on performance | $H_0 : p_{31} \leq 0$
<pre><code>                           |                               | $H_1 : p_{31} &gt; 0$ | $H_0$ rejected | Directly has positive effect |
</code></pre>
<table>
<thead>
<tr>
<th>No.</th>
<th>Area</th>
<th>Reward directly has positive effect on performance</th>
<th>Hypothesis</th>
<th>Result</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>Musi Rawas District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>9.</td>
<td>Pagar Alam District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>10.</td>
<td>Lahat District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>11.</td>
<td>Muara Enim District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>12.</td>
<td>Ogan Komering Ulu (OKU) District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ accepted</td>
<td>No Directly effect</td>
</tr>
<tr>
<td>13.</td>
<td>Ogan Komering Ulu Selatan District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ accepted</td>
<td>No Directly effect</td>
</tr>
<tr>
<td>14.</td>
<td>Ogan Komering Ulu Timur District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>15.</td>
<td>Prabumulih District Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>16.</td>
<td>Whole South Sumatra Regional Police</td>
<td>Reward directly has positive effect on performance</td>
<td>$H_0 : p_{31} \leq 0$</td>
<td>$H_0$ rejected</td>
<td>Directly has positive effect</td>
</tr>
</tbody>
</table>

Source: Respondent Answer Result, Processed by writer
The direct effect of job satisfaction on performance in South Sumatera Regional Police and its staff is illustrated in Table 4. Based on Table 4, it is known that South Sumatra Regional Police along with 14 police ranks has a direct effect on job satisfaction on performance.

**Table 4**
Direct Effect of Job Satisfaction on Performance
In South Sumatera Regional Police and its staff

<table>
<thead>
<tr>
<th>NO</th>
<th>AREA</th>
<th>HYPOTHESIS</th>
<th>STATISTIC TEST</th>
<th>DECISION $H_0$</th>
<th>CONCLUSION</th>
</tr>
</thead>
</table>
| 1. | South Sumatra Regional Police | Job satisfaction has directly positive effects on performance | $H_0: p_{32} \leq 0$  
$H_1: p_{32} > 0$ | $H_0$ rejected | Directly has positive effect |
| 2. | Ogan Komering Ilir (OKI) District Police | Job satisfaction has directly positive effects on performance | $H_0: p_{32} \leq 0$  
$H_1: p_{32} > 0$ | $H_0$ rejected | Directly has positive effect |
| 3. | Ogan Ilir (OI) District Police | Job satisfaction has directly positive effects on performance | $H_0: p_{32} \leq 0$  
$H_1: p_{32} > 0$ | $H_0$ rejected | Directly has positive effect |
| 4. | Palembang District Police | Job satisfaction has directly positive effects on performance | $H_0: p_{32} \leq 0$  
$H_1: p_{32} > 0$ | $H_0$ rejected | Directly has positive effect |
| 5. | Banyuasin District Police | Job satisfaction has directly positive effects on performance | $H_0: p_{32} \leq 0$  
$H_1: p_{32} > 0$ | $H_0$ rejected | Directly has positive effect |
| 6. | Musi Banyuasin District Police | Job satisfaction has directly positive effects on performance | $H_0: p_{32} \leq 0$  
$H_1: p_{32} > 0$ | $H_0$ rejected | Directly has positive effect |
| 7. | Lubuk Linggau District Police | Job satisfaction has directly positive effects on performance | $H_0: p_{32} \leq 0$  
$H_1: p_{32} > 0$ | $H_0$ rejected | Directly has positive effect |
<table>
<thead>
<tr>
<th>NO</th>
<th>AREA</th>
<th>HYPOTHESIS</th>
<th>STATISTIC TEST</th>
<th>DECISION H&lt;sub&gt;0&lt;/sub&gt;</th>
<th>CONCLUSION</th>
</tr>
</thead>
</table>
| 8  | Musi Rawas District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 9  | Pagar Alam District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 10 | Lahat District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 11 | Muara Enim District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 12 | Ogan Komering Ulu (OKU) District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 13 | Ogan Komering Ulu Selatan District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 14 | Ogan Komering Ulu Timur District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 15 | Prabumulih District Police | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
| 16 | Whole South Sumatra | Job satisfaction has directly positive effects on performance | \[ H_0 : p_{32} \leq 0 \]
\[ H_1 : p_{32} > 0 \] | \( \text{H}_0 \) rejected | Directly has positive effect |
Whether there is a direct effect of reward on job satisfaction in the South Sumatra Regional Police and its ranks, illustrated in Table 5, shows that there is a direct effect of reward on job satisfaction in South Sumatra Regional Police and 14 regional police ranks.

Table 5
Direct Effects of Reward on Job Satisfaction in South Sumatera Regional Police and its staff

<table>
<thead>
<tr>
<th>NO</th>
<th>AREA</th>
<th>HYPOTHESIS</th>
<th>STATISTIC TEST</th>
<th>DECISION H₀</th>
<th>CONCLUSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>South Sumatra Regional Police</td>
<td>Reward has directly positive effects on performance</td>
<td>H₀ : p₂₁ ≤ 0  H₁ : p₂₁ &gt; 0</td>
<td>H₀ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>2</td>
<td>Ogan Komering Ilir (OKI) District Police</td>
<td>Reward has directly positive effects on performance</td>
<td>H₀ : p₂₁ ≤ 0  H₁ : p₂₁ &gt; 0</td>
<td>H₀ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>3</td>
<td>Ogan Ilir (OI) District Police</td>
<td>Reward has directly positive effects on performance</td>
<td>H₀ : p₂₁ ≤ 0  H₁ : p₂₁ &gt; 0</td>
<td>H₀ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>4</td>
<td>Palembang District Police</td>
<td>Reward has directly positive effects on performance</td>
<td>H₀ : p₂₁ ≤ 0  H₁ : p₂₁ &gt; 0</td>
<td>H₀ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>5</td>
<td>Banyuasin District Police</td>
<td>Reward has directly positive effects on performance</td>
<td>H₀ : p₂₁ ≤ 0  H₁ : p₂₁ &gt; 0</td>
<td>H₀ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>6</td>
<td>Musi Banyuasin District Police</td>
<td>Reward has directly positive effects on performance</td>
<td>H₀ : p₂₁ ≤ 0  H₁ : p₂₁ &gt; 0</td>
<td>H₀ rejected</td>
<td>Directly has positive effect</td>
</tr>
<tr>
<td>7</td>
<td>Lubuk Linggau District Police</td>
<td>Reward has directly positive effects on performance</td>
<td>H₀ : p₂₁ ≤ 0  H₁ : p₂₁ &gt; 0</td>
<td>H₀ rejected</td>
<td>Directly has positive effect</td>
</tr>
</tbody>
</table>

Source: Respondent Answer Result, Processed by writer
<table>
<thead>
<tr>
<th>NO</th>
<th>AREA</th>
<th>HYPOTHESIS</th>
<th>STATISTIC TEST</th>
<th>DECISION $H_0$</th>
<th>CONCLUSION</th>
</tr>
</thead>
</table>
| 8. | Musi Rawas District Police                | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 9. | Pagar Alam District Police                | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 10.| Lahat District Police                     | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 11.| Muara Enim District Police                | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 12.| Ogan Komering Ulu (OKU) District Police   | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 13.| Ogan Komering Ulu Selatan District Police | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 14.| Ogan Komering Ulu Timur District Police   | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 15.| Prabumulih District Police                | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |
| 16.| Whole South Sumatra Regional Police       | Reward has directly positive effects on performance | $H_0 : p_{21} \leq 0$  \\
|    |                                           |                               | $H_1 : p_{21} > 0$ | $H_0$ rejected | Directly has positive effect |

*Source: Respondent Answer Result, Processed by writer*
The indirect effect of rewards on performance through job satisfaction on the South Sumatra Regional Police and its ranks is illustrated in Table 6. The results of the study show that rewards have an indirect positive effect on performance through job satisfaction in South Sumatra Regional Police and 13 Regional Police Officers. There is 1 district police (Prabumulih) showing different results. It shows that rewards do not have an indirect effect on performance. It means that rewards directly affect performance.

### Table 6
Indirect Effect of Reward on Performance through Job Satisfaction in South Sumatera Regional Police and its Staffs

<table>
<thead>
<tr>
<th>NO</th>
<th>AREA</th>
<th>HYPOTHESIS</th>
<th>STATISTIC TEST</th>
<th>DECISION H₀</th>
<th>CONCLUSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>South Sumatra Regional Police</td>
<td>Reward has indirect effects on performance through job satisfaction</td>
<td>$H_0 : (p_{31} \times p_{21}) \leq 0$ $H_1 : (p_{31} \times p_{21}) &gt; 0$</td>
<td>H₀ rejected</td>
<td>Has indirect effect</td>
</tr>
<tr>
<td>2.</td>
<td>Ogan Komering Ilir (OKI) District Police</td>
<td>Reward has indirect effects on performance through job satisfaction</td>
<td>$H_0 : (p_{31} \times p_{21}) \leq 0$ $H_1 : (p_{31} \times p_{21}) &gt; 0$</td>
<td>H₀ rejected</td>
<td>Has indirect effect</td>
</tr>
<tr>
<td>3.</td>
<td>Ogan Ilir (OI) District Police</td>
<td>Reward has indirect effects on performance through job satisfaction</td>
<td>$H_0 : (p_{31} \times p_{21}) \leq 0$ $H_1 : (p_{31} \times p_{21}) &gt; 0$</td>
<td>H₀ rejected</td>
<td>Has indirect effect</td>
</tr>
<tr>
<td>4.</td>
<td>Palembang District Police</td>
<td>Reward has indirect effects on performance through job satisfaction</td>
<td>$H_0 : (p_{31} \times p_{21}) \leq 0$ $H_1 : (p_{31} \times p_{21}) &gt; 0$</td>
<td>H₀ rejected</td>
<td>Has indirect effect</td>
</tr>
<tr>
<td>5.</td>
<td>Banyuasin District Police</td>
<td>Reward has indirect effects on performance through job satisfaction</td>
<td>$H_0 : (p_{31} \times p_{21}) \leq 0$ $H_1 : (p_{31} \times p_{21}) &gt; 0$</td>
<td>H₀ rejected</td>
<td>Has indirect effect</td>
</tr>
<tr>
<td>6.</td>
<td>Musi Banyuasin</td>
<td>Reward has indirect effects on performance</td>
<td>$H_0 : (p_{31} \times p_{21}) \leq 0$</td>
<td>H₀ rejected</td>
<td>Has indirect effect</td>
</tr>
<tr>
<td>NO</td>
<td>AREA</td>
<td>HYPOTHESIS</td>
<td>STATISTIC TEST</td>
<td>DECISION H₀</td>
<td>CONCLUSION</td>
</tr>
<tr>
<td>----</td>
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</tr>
<tr>
<td></td>
<td>District Police</td>
<td>through job satisfaction</td>
<td>$H_{1} : (p_{31} \times p_{21}) &gt; 0$</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 7. | Lubuk Linggau District Police             | Reward has indirect effects on performance through job satisfaction | $H_{0} : (p_{31} \times p_{21}) \leq 0$  
$H_{1} : (p_{31} \times p_{21}) > 0$ | $H_{0}$ rejected | Has indirect effect |
| 8. | Musi Rawas District Police                | Reward has indirect effects on performance through job satisfaction | $H_{0} : (p_{31} \times p_{21}) \leq 0$  
$H_{1} : (p_{31} \times p_{21}) > 0$ | $H_{0}$ rejected | Has indirect effect |
| 9. | Pagar Alam District Police                | Reward has indirect effects on performance through job satisfaction | $H_{0} : (p_{31} \times p_{21}) \leq 0$  
$H_{1} : (p_{31} \times p_{21}) > 0$ | $H_{0}$ rejected | Has indirect effect |
| 10.| Lahat District Police                     | Reward has indirect effects on performance through job satisfaction | $H_{0} : (p_{31} \times p_{21}) \leq 0$  
$H_{1} : (p_{31} \times p_{21}) > 0$ | $H_{0}$ rejected | Has indirect effect |
| 11.| Muara Enim District Police                | Reward has indirect effects on performance through job satisfaction | $H_{0} : (p_{31} \times p_{21}) \leq 0$  
$H_{1} : (p_{31} \times p_{21}) > 0$ | $H_{0}$ rejected | Has indirect effect |
| 12.| Ogan Komering Ulu (OKU) District Police   | Reward has indirect effects on performance through job satisfaction | $H_{0} : (p_{31} \times p_{21}) \leq 0$  
$H_{1} : (p_{31} \times p_{21}) > 0$ | $H_{0}$ rejected | Has indirect effect |
| 13.| Ogan Komering Ulu Selatan District Police | Reward has indirect effects on performance through job satisfaction | $H_{0} : (p_{31} \times p_{21}) \leq 0$  
$H_{1} : (p_{31} \times p_{21}) > 0$ | $H_{0}$ rejected | Has indirect effect |
Strengthening Polri's performance is carried out with performance management, realized through appreciation and job satisfaction. However, rewards can directly or indirectly affect performance. Reward is not only in the form of tangible rewards, such as salaries or bonuses. The award can be in the form of giving responsibilities, giving autonomy, opportunities to use and develop expertise and opportunities for achievement and development, quality of job life, job/life balance and feedback. Strengthening performance is done through awarding managed by giving reward in the form or type that is useful/valuable for organizational personnel in sufficient numbers. Reward directly affect performance, if the award is able to motivate, given at the right time, and fair.

Reward does not necessarily directly affect performance, but reward sometimes does not directly affect performance, through job satisfaction because job satisfaction is the direct effect on performance. Appreciation does not always lead to pleasant emotional states so it does not directly lead to positive performance. This has effect for the management of reward that can foster job satisfaction so that it impacts on performance. Job satisfaction is realized if there is a proportionality of the award received, namely the appropriateness of the award received compared to other personnel who have a tendency of similar job results. Proportionality also includes the frequency of promotion and fairness in promotion by considering ability as a basis for employee promotion. Job satisfaction can also grow or be increased by the leadership's concern for personnel, comfort in working, good relations between personnel and the availability of infrastructure for carrying out work. Jobs that provide opportunities for learning and accepting responsibility also encourage job satisfaction. Job satisfaction is one of the determinants of positive performance.
Based on the results of statistical tests, the strengthening of the performance of the National Police, particularly in the South Sumatra Regional Police can be developed by building a healthy job environment through the management of appropriate reward, so that it has an impact on job satisfaction which has effect for positive performance. Management of reward is carried out with the objectivity of performance assessment, based on the right performance assessment instruments, so as to be able to measure precisely the performance performed by personnel. Appropriate reward will make work more fun (make jobs more fun) and create fair promotion opportunities and match the desires and competencies of personnel. Strengthening personnel performance is indicated by routine and adaptive performance and citizenship behavior (citizenship behavior). Regular performance includes the ability to plan, implement and control work, orderly administration, ethics and morals and oriented to the accuracy of results. The effect of strengthening adaptive performance are demonstrated by the ability in handling crisis situations, handling job stress, solving problem creatively, and dealing with uncertain and unpredictable job situations, leaning job tasks, technologies, and job situations as well as demonstrating interpersonal adaptability and demonstrating cultural adaptability; strengthening citizenship behavior in organizational and interpersonal aspects. The organizational aspect of citizenship behavior is reflected in the behavior of voice, civic virtue, boosterish. Interpersonal aspects include: helping, courtesy and sportsmanship.

CONCLUSION

Based on the results of statistical calculations, it is known that in combination (South Sumatera Regional Police and 14 police ranks):

- There is a positive direct effect of rewards on performance with a path coefficient of 0.381 and T-count of 10.217;

- There is a positive direct effect of job satisfaction on performance with a path coefficient of 0.475 and T-count of 12.740;

- There is a positive direct effect of rewards on job satisfaction with a path coefficient of 0.714 and a T-count of 23.817;

- There is an indirect effect of rewards on performance through job satisfaction, with a path coefficient of 0.339 and a T-count of 11.242;

Strengthening Polri's performance is done by building a healthy job environment through the management of appropriate reward, so that it has an impact on job satisfaction which has effect for positive performance. Management of reward is carried out with the objectivity of performance assessment, based on appropriate performance assessment instruments.
REFERENCES


