

# **Rewards on Personnel Performance through Training and Professionalism at the Mobile Brigade Unit of Regional Police in South Sulawesi**

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## **Abstract**

Humans as agents of change in a company or agency will encourage change efforts to achieve the goals set. In line with this, in responding to the overall government reform plan, the current role of the National Police is as a guardian of security and public order (abbreviated as KAMTIBMAS) and as a law enforcer. This research approach is a quantitative descriptive study, namely, to obtain a complete picture of the variables studied. The research location was carried out at the Mobile Brigade Unit (BRIMOB) of Regional Police (POLDA) in South Sulawesi. The time spent conducting this research was approximately two months, starting from July to August 2020. Researchers found a population of Indonesian Police Mobile Brigade Unit (BRIMOB) personnel in South Sulawesi totaling 1,876 people. The findings of the study show directly the significant positive effect of testing rewards on training, rewards on professionalism, rewards for performance, training on professionalism, training on performance, professionalism on the account. Whereas in the indirect test, it was found with the Sobel test results that it was found that indirectly it had a positive and significant impact on the testing of rewards on professionalism through training rewards on performance through training, tips for performance through professionalism, training on account through professionalism.

## **Keywords**

Rewards, Training, Professionalism, and Personnel Performance.

## **1. Introduction**

Human resources contained in companies and agencies are the main assets in carrying out the organizational process. As the role of humans in achieving organizational goals is the main factor for its success. The existing human resources must be utilized as much as possible to become agents of change, not the other way around that is damaging to the organization. The view above shows that with the role of human resources that are well managed, they will achieve

and have two goals: the human goals within the company and the organization's goals, both of which must be completed in a balanced manner.

The presence of humans as agents of change in a company or agency will encourage change efforts to achieve the goals set (Sawitri ). In line with the matters above in responding to the overall government reform plan, the human resources above, one of the institutions tasked with maintaining security and public order, is the Police of the Republic of Indonesia (abbreviated as POLRI). The current role of the National Police is to maintain security and public order (abbreviated as KAMTIBMAS) and as law enforcement officers. Law No.2 of 2002 regarding the Indonesian National Police explains that the police are law enforcement officers who directly deal with the community and criminals, which in this Law describes the function of the authority, which is one of the functions of the State government in the field of maintaining public security and order. Law enforcement, protection, protection, and services to the community (Rumaolat ; Amanto ). This explanation is strengthened again in article 4 of Law Number 2 of 2002. The National Police of the Republic of Indonesia aims to realize domestic security, which includes maintaining security and public order, upholding the Law, maintaining protection, protection, and community service, and providing guidance and upholding high human rights.

The above existence cannot be separated from the primary duties of the police as stipulated in Article 13 of Law Number 2 of 2002, which states that the duties of the Indonesian National Police refer to management where security and public order, enforce the law, provide protection, and serve as protection and services. To the community. The interpretation of the article above is, of course, a challenging task for every police officer. This, of course, is a challenge for every member of the police, which we know will be even more significant with the flow of globalization, democracy, free markets, technological developments, and the provisions of human rights that must be fulfilled. Again, with the influence on ideology, politics, economy, and socio-culture, it can become a disturbance or threat with its various modus operandi. As an agency responsible for domestic security, the National Police needs to prepare its personnel to be able to anticipate dynamic developments. Changes in attitude and behavior (the mindset of culture set) of each POLRI personnel answer the implementation of a democratic, transparent, accountable police implementation that upholds the rule of law and human rights. With this, it requires the performance of every Indonesian National Police (INP) personnel in carrying out their duties. The view above can be said with the maximum effort in work carried out for each BRIMOB POLDA South Sulawesi personnel. It is inseparable from the factors that can support each implementation; of course, with the support that continues to be given to each BRIMOB personnel in carrying out their work, they will achieve the maximum result. Supporting factors to continue to encourage include giving awards to each employee in carrying out their work. Of course. There are improvements in the development of each person with training to carry out tasks that are given more to the direction of professionalism.

Researchers are interested in the rewards given to South Sulawesi Police Mobile Brigade personnel in each performance achievement; this is emphasized in theory presented by Eysenck in Tursanurohmad regarding personality (Tamsah 2021). He gives the view that personality is the totality of behavior patterns by genes and environment. Personality originates and develops through the functional interactions of the three main sectors: character, affective, and somatic. This view relates that the personal touch of personnel with the awarding based on the principles of fairness and conformity to the needs will encourage the level of attitudes and behavior of personnel to be more professional at work (Nath 2021; Suharyanto 2021; Umanailo 2021). This is also supported by the theoretical view of Hall in Kalbers and Fogart), which states that professionalism refers to the commitment, attitudes, and behavior of members of the profession in carrying out their work based on maximal standards and by the professional code of ethics (Hasmin Tamsah, Hasyim, ; Arham ). It can be said that this view shows that the existence of the reward given will produce a firm commitment that will reflect the professionalism and behavior of each person at work.

Some researchers view a gap, where there is a research gap that says that the reward given can boost increased performance (San 2019; Andri 2021; Burhanuddin 2021). However, in different view said that rewards did not have a significant effect on performance (Ikbal 2021), and also tips hurt performance (Saifuddin 2021). The explanation above illustrates that the need for a significant. Award is given to every BRIMOB personnel in carrying out their duties in the field. This is as expressed by Maslow, where it is said that encouraging the need for an appreciation to every human being will provide a substantial boost in every work he does (Jufri 2021). On the other side, apart from rewards, deepening knowledge for each BRIMOB personnel with a training model, of course, with training, is a concrete step in the development of BRIMOB personnel in each of their duties. Therefore, implementing the training program is one step in shaping and improving the abilities and knowledge of each workforce, skills, and understanding.

Training is also a business plan to facilitate job learning related to knowledge, skills, and behavior (Burhanuddin 2021).

## **2. Literature Review**

An acknowledgment of a person's work is well done according to his work performance, whether in the form of promotion, rank, or guarantee of giving opportunities and placements to develop his / her potential (Rahmansyah San 2021, Wabula 2019). In general, awards can be classified into two groups, namely: intrinsic rewards and extrinsic rewards. Intrinsic reward is self-satisfaction obtained by someone who has completed a job well and has achieved specific goals (Kembauw 2021; Yusuf 2019; Rachman 2019; Hamiru 2019; Sam 2019). Meanwhile, the extrinsic reward is in the form of satisfaction from other people brought and someone who has done a job well and has accomplished specific goals. The effectiveness of training or training is primarily determined by: trainers, training participants, training materials, and training facilities (San 2021). Herzberg in Mangkunegara also argues that intrinsic and extrinsic factors affect a person at work. Including factor. This includes interpersonal relationships between superiors and subordinates, supervision techniques, administrative policies, working conditions, and personal life (Arham 2021).

Reward means an award or gift, appreciation as a response to a behavior that increases the likelihood of repeated behavior (Ikbal ). There are four alternative norms of giving rewards so that they can be used to trigger employee motivation and performance, namely: (1) Goal congruence (goal conformity); (2) Equity (justice); (3) Equality (evenness); and (4) Needs (San 2019).

Training is the process of changing employee behavior in terms of attitudes, abilities, skills, and knowledge to improve short-term oriented operational goals to solve current problems and long-term preparation for future challenges (Syamsumarlin 2021). Effectiveness in conducting training or training is primarily determined by: trainers, training participants, training materials, and training facilities.

Hasibuan states that implementing the training program is one of the steps in shaping and improving the abilities and knowledge of each workforce, skills, and knowledge (Tamsah 2021), which in this study are the personnel of the South Sulawesi Regional Police Mobile Brigade unit. They become professionals in carrying out their duties in the field because their specific nature and focus will give good results in every job.

Korten and Alfonso, in (Tjokrowinoto), that professionalism is a fit (fitness) between the abilities possessed by the bureaucracy (bureaucratic-competence) with the needs of the task (task-requirements), planning, coordinating, and carrying out its functions in an appropriate manner. Efficient, innovative, flexible and have a high work ethic (Hasmin Tamsah, Hasyim, ; Arham ). Hargreaves, who says Professionalism is the ability to work together, trust each other, be open to accepting, problem-solving, competent, and collect and analyze data (Sukri 2021; Tahir and Umanailo 2019).

The theory from (Hall) in (Kalbers and Fogarty 2020) says that Professionalism refers to the commitment, attitudes, and behavior of members of the profession in carrying out their work based on maximal standards and by the professional code of ethics (San 2019). It can be said that this view shows that the existence of the reward given will produce a firm commitment that will reflect the Professionalism and behavior of each person at work.

Theory from Eysenck in Tursanurohmad, regarding personality or personality, where he gives the view that personality is the totality of behavior patterns by genes and environment, personality originates and develops through the functional interactions of the three main sectors which are character, affective and somatic (Nurjayanti et al 2004.).

## **3. Methods**

This research approach is a quantitative descriptive study, namely, to obtain a complete picture of the variables studied. The research location was carried out at the South Sulawesi Police Mobile Brigade Unit. The time spent conducting this research was approximately two months, starting from July to August 2020. The researcher found a population of BRIMOB personnel in South Sulawesi, amounting to 1,876 people.

## **4. Results**

Testing the study results, four variables in the SEM model the study, namely exogenous latent variables. namely reward and endogenous latent variables, namely training, professionalism, and performance, where each latent

variable has several manifest/indicator variables and some errors. The image below is an initial model in the research that researchers built, while the Figure 1 is as follows:

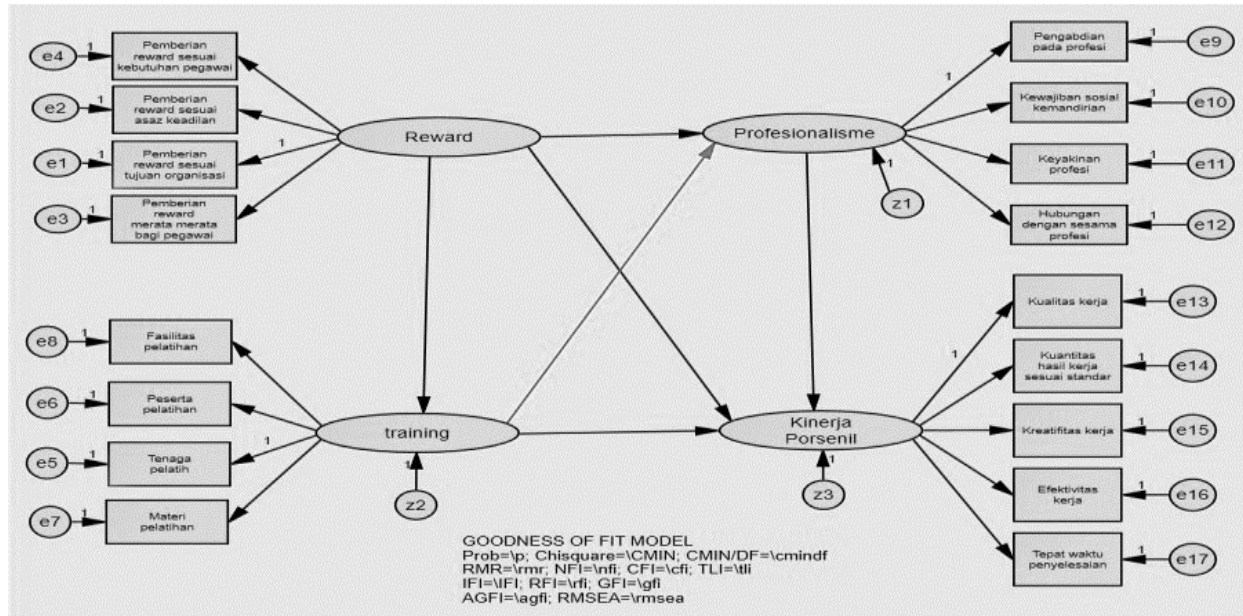


Figure 1. Structural Equation Model

Table 1. The Results of SEM analysis

No	Variables	Coefficient Value	Significance Value (P-Value)	Hypothesis Test
1	Reward on Training	0.776	*** <0.05	Positive And Significant
2	Reward on Professionalism	0.483	*** <0.05	Positive And Significant
3	Reward on Personnel Performance	0.199	*** <0.05	Positive And Significant
4	Training on Professionalism	0.318	*** <0.05	Positive And Significant
5	Training on Personnel Performance	0.190	*** <0.05	Positive And Significant
6	Professionalism on Personnel Performance	0.624	*** <0.05	Positive And Significant
7	Reward on Training Through Professionalism	0.247	*** <0.05	Positive And Significant
8	Reward on Training Through Personnel Performance	0.147	*** <0.05	Positive And Significant
9	Reward on Professionalism Through Personnel Performance	0.301	*** <0.05	Positive And Significant
10	Training on Professionalism Through Personnel Performance	0.198	*** <0.05	Positive And Significant

The reward on training variable's coefficient value is 0.776 with a significance value (p-value) \*\*\* <0.05. These results indicate that the reward variable has a positive and significant effect on the training variable (Table 1). Thus, the hypothesis states that reward has a positive and significant effect on training is accepted.

The coefficient value of the reward professionalism variable is 0.483 with a significance value (p-value) \*\*\* <0.05. These results indicate that the reward variable has a positive and significant effect on the variable professionalism. Thus, the hypothesis states that reward has a positive and significant effect on professionalism is accepted.

The coefficient value of the reward variable personnel performance is 0.199 with a significance value (p-value) of 0.021 <0.05. These results indicate that the reward variable has a positive and significant effect on personnel performance variables. Thus, the hypothesis is stated That reward has a positive and significant effect on personnel performance is accepted.

The coefficient value of the variable training professionalism is 0.318 with a significance value (p-value) of 0.004 <0.05. These results indicate that the training variable has a positive and significant effect on the professionalism variable. Thus, the hypothesis states that training has a positive and significant effect on professionalism is accepted. The coefficient value of the training variable personnel performance is 0.190 with a significance value (p-value) of 0.019 <0.05. These results indicate that the training variable has a positive and significant effect on personnel performance variables. Thus, the hypothesis which states that training has a positive and significant effect on personnel performance is accepted.

The variable professionalism on personnel performance coefficient value is 0.624 with a significance value (p-value) \*\*\* <0.05. These results indicate that the variable professionalism has a positive and significant effect on personnel performance variables. Thus, the hypothesis which states that professionalism has a positive and significant effect on personnel performance is accepted.

The coefficient value of the Sobel test on the effect of the reward variable on training through professionalism is 0.247 with a significance value (p-value) of 0.000 <0.05. These results indicate that the reward variable has a positive and significant effect on the professionalism variable with the training variable as a mediation. Thus, the hypothesis stated that reward has a positive and significant effect on professionalism through training is accepted.

The coefficient value of the Sobel test on the effect of the variable reward on training through personnel performance is 0.147 with a significance value (p-value) \*\*\* <0.05. These results indicate that the reward variable has a positive and significant effect on personnel performance variables, with the training variable as a mediation. Thus, the hypothesis which states that reward has a positive and significant effect on personnel performance through training is accepted.

The coefficient value of the Sobel test will affect the variable reward on professionalism through personnel performance of 0.301 with a significance value (p-value) \*\*\* <0.05. These results indicate that the reward variable positively and significantly affects the personnel performance variable with the professionalism variable as a mediation. Thus, the hypothesis which states that reward has a positive and significant effect on personnel performance through professionalism is accepted.

The coefficient value of the Sobel test on the influence of the variable training on professionalism through personnel performance is 0.198 with a significance value (p-value) \*\*\* <0.05. These results indicate that the training variable has a positive and significant effect on the personnel performance variable with professionalism as a mediating variable. Thus, the hypothesis which states that training has a positive and significant effect on personnel performance through professionalism is accepted.

## **5. Discussion**

### **5.1. Effect of reward on training**

The existence of rewards (rewards) plays a vital role in the leadership's efforts in keeping away the possibility of a decrease in personnel motivation. Leaders can use the training model as an alternative in approaching and behavioral efforts by applying and showing personnel what is essential in the personnel unit. This finding is supported by research conducted by Awais Bhatti, which states that rewards can be used as a role model in behavioral approaches (Rahmansyah San ). Osabiya said that appropriate rewards could help organizations make their employees better and more involved. Bammens states that rewards are used as a tool to encourage employees to increase their efforts and behavior with training (Nurjayanti ) which says there is a relationship between reward and capacity building in training. However, it is different from the findings of research conducted by (Yamnil and McLean, 2001), (Devos , 2007), and (U and Majid AH, 2015), which states that there is no relationship between reward and training. The impact and influence of competence on job satisfaction of the West Sulawesi Province Health Office (Umar 2021).

### **5.2. Effect of reward on professionalism**

The findings of this study indicate that the value of the critical ratio (4.265) with a significant level (p-value) \*\*\* <0.05, this data suggests that there is a positive and significant effect of reward on professionalism. The results of these findings suggest that the reward (reward) with the measurement of indicators whose nature is rewarding by the organization's goals has an average value (mean) of 4.72. The prize that fulfills the principle of fairness has an average

value (mean) of 4.68, and for indicators giving tips according to the needs of employees shows an average value (mean) of 4.60. on the variable of professionalism with measurement (indicator) where the service to the profession has an average value (mean) of 4.69, then the obligation of social independence has an average value (mean) of 4.70, then the indicator of professional belief has an average value (mean) is 4.67, and the peer-to-professional relationship indicator has an average value (mean) of 4.76. It can be said that the measurement (arrow) of the two variables of reward and professionalism have a strong relationship in the development of personnel at the BRIMOB POLDA. It can be said that with the provision of tips based on conformity and the existence of the principle of justice, the higher the professionalism of personnel who are run independently and can cooperate professionally. It can be said that with the provision of rewards (rewards) to personnel, an attitude of professionalism will grow in every activity.

To justify these findings, the researcher borrowed the theory by Eysenck regarding personality, where he believed that personality is the totality of behavior patterns by genes and the environment; personality originates and develops through functional interactions. Of the three main sectors in character, affective and somatic (Gani 2019).

This view relates that the personal touch of personnel with the awarding based on the principles of fairness and conformity to the needs will encourage the level of attitudes and behavior of personnel to be more professional at work. This is also supported by the theoretical view of (Hall) (Kalbers and Fogarty 2019), which states that professionalism refers to the commitment, attitudes, and behavior of members of the profession in carrying out their work based on maximal standards and by the professional code of ethics (San 2021).

### **5.3 Effect of reward on performance**

Research findings on the reward to performance show a positive value at critical ratio (CR) and a significant level (p-value)  $0.004 < 0.05$ . in the sense that there is a positive and significant influence between the reward and performance variables. This is shown from the results of the respondent's perception of answering the reward measurement; it can be seen from the indicators of giving rewards by the goals of the organization having an average value (mean) of 4.72. then giving tips fulfills the principle of fairness has an average value (mean) of 4.68. The indicators for giving rewards according to the needs of employees show an average value (mean) of 4.60. on the performance variable with the measurement (arrow) of work quality with an average value (mean) of suitable value, namely 4.76, then the indicator of the number of expected work results with an average (tell) is good with a value of 4.72. then the work gauge creativity with an average (mean) worth 4.69, followed by the work effectiveness indicator with an average (mean) value of 4.72 and the hand on-time completion with an average (mean) with a value of 4.67. The perception of the respondent's answer shows that there is closeness to each of the indicators being measured. This means that the provision of rewards by the principles and needs can encourage quality, quantity, creativity, effectiveness, and time in carrying out work with the meaning that the higher the level of reward given to the personnel of the South Sulawesi Police Mobile Brigade, the higher the level of performance that is generated at work.

To be able to justify the findings of this study, researchers revealed research that is in line with these results, such as research conducted by Febrianti (2020) which states that reward has a positive and significant effect on employee performance, this is shown in partial testing and is positive and significant (Febrianti 2020). The same view in research conducted by Nugroho (2021) states that reward and punishment have a positive and significant effect on performance (Umar 2021).

The explanation above shows that the differences in the research gap above indicate that the locus and policies in giving rewards are also different, so it can be said that the researcher is in line with the research of (Febrianti 2020). The study This focuses more on the psychological view of each employee who is given a touch of reward. With the principle of fairness and the direction of accuracy in the needs of each employee. This researcher's view is strengthened by Maslow (2020) where it is said that encouraging the need for an appreciation to every human being will provide a strong impetus in every job performed by employee.

### **5.4 Effect of Training on Professionalism**

The research findings on the training variable on professionalism show a positive critical ratio (CR) with a significant level of  $0.004 < 0.05$ . The implementation of training as measured by the latent variable indicates that the trainer staff indicator shows a good descriptive variable value with an average value (mean) of 4.63. the training participant indicator shows an average value (mean) of 4.68, and the training facility indicator shows an average value (mean) of 4.55. The three latent variable measurements above show that the comprehensive questionnaire data given has an ordinary meaning, meaning being in a good position. These results illustrate that the efforts of the South Sulawesi

Police Mobile Brigade Unit with the developed training model can improve the professionalism of personnel at work. In the sense that the better the implementation of training carried out with trainers, participants, and facilities, the higher the level of professionalism of the South Sulawesi Police Mobile Brigade personnel in carrying out their work.

### **5.5 Effect of Training on Performance**

In this study, it was found that training has a positive and significant effect on the Sulawesi Police Mobile Brigade personnel; this illustrates that the training pattern applied in which indicators of training facilities, trainers, and participants can have a significant effect on performance. Material content becomes a matter of which is essential in the provision of the BRIMOB Unit so that the impact of the management of the training carried out can have a positive and significant effect on the performance of each BRIMOB POLDA South Sulawesi personnel.

### **5.6 Effect of Professionalism on Performance**

The study found that the professional variable has a positive and significant impact on the South Sulawesi Police Mobile Brigade personnel; this shows that the attitude built into the BRIMOB personnel unit can provide a solid impetus to produce maximum performance. In that sense, it can be said that the variable of professionalism with measurement (indicator) in which the service to the profession has an average value (mean) of 4.69, then the obligation of social independence has an average value (mean) of 4.70. The indicator of professional belief has a value. The average (mean) is 4.67, and the peer-to-professional relationship indicator has an average (mean) value of 4.76. has a positive effect on performance.

### **5.7 Effect of Rewards on Professionalism through Training**

The findings of this study indicate that by using the Sobel test, it was found that rewards for professionalism mediated by training have a positive and significant impact. This suggests that compensation and training as mediating variables can strengthen BRIMOB unit personnel in acting and on duty in the field. Professionalism. The positive effect of rewards directly on professionalism in previous tests and training on professionalism shows that bonuses added to competent training can create personnel from the South Sulawesi Regional Police Mobile Brigade unit to increase their professionalism at work.

### **5.8 Effect of Training on Performance through Professionalism**

The research findings explain that the single-test test will influence the variable training professionalism personnel performance of 0.198 with a significance value (p-value) \*\*\* <0.05. these results indicate that the training variable has a positive and significant effect on the personnel performance variable with professionalism as a mediating variable. This can also be seen from the respondents' perceptions given from the results of the questionnaire showing that the average (mean) of the statement data regarding (training) with the statement on the trainer is 4.63. The training participants' information shows an average (mean) of 4.68, and for the idea of training, facilities offer an average (mean) of 4.55. whereas the professionalism variable shows the data with the item of the statement of dedication to the profession of 303 respondents indicating the average (mean) of the processed information is 4.69, then the idea of social obligations for independence shows an average (mean) of 4.70, for data on average job confidence. The average (mean) was 4.67, and for peer relationship data, the standard (mean) was 4.76. The opinion expressed by Hairil's Tivity in organizing education and training was very much determined by the coach, training participants, training materials, and training facilitie. Professionalism consists of devotion to the profession, social commitment, independence, belief in the work, belonging to other jobs, and education can affect individual performance. Whereas in this study, according to Hall in Wahyudi and Aida, professionalism consists of five dimensions, namely, dedication to the profession, social commitment, independence, professional belief, and relationships with professional associations, can influence. The performance of BRIMOB personnel. The more experienced a person is at work, of course, he will have the ability to improve his version better. It can be said that the training will encourage increased performance along with the professionalism of BRIMOB POLDA South Sulawesi personnel in carrying out their duties.

## **6. Conclusions**

These results indicate that the training variable has a positive and significant effect on personnel performance variables, with the professionalism variable as a mediation. This can also be seen from the respondents' perceptions given from the results of the questionnaire showing that the average (mean) of the statement data regarding (training) with the statement on the trainer is 4.63. The training participants' information shows an average (mean) of 4.68, and the statement of training facilities shows an average (mean) of 4.55. whereas the professionalism variable shows the

data with the item of the statement of dedication to the profession of 303 respondents indicating the average (mean) of the processed information is 4.69, then the idea of social obligations for independence shows an average (mean) of 4.70, for reports of professional belief it shows the average (mean) is 4.67 and for the information of peer-to-peer relationships it offers an average (mean) of 4.76.

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## **Biographies**

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