

# The Influence of Competence, Motivation, Loyalty, and Work Discipline on the Productivity of North Kalimantan Regional Police

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## ABSTRACT

*This study aims to analyze the effect of competence, motivation, loyalty, and work discipline on the productivity of members of the Regional Police of North Kalimantan province. This research used a descriptive research approach and a causal design approach. The population in this study was 3,294 police officers, and the sample used the Krejci table. The analysis technique used is multiple regression analysis through the SPSS 22 program. The results showed that competency had a positive and significant effect on the work productivity of North Kalimantan Regional Police members, motivation had no effect on the work productivity of North Kalimantan Regional Police members, loyalty had no effect on the work productivity of North Kalimantan Regional Police members, and discipline had a positive and significant effect on the work productivity of North Kalimantan Police members.*

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## INTRODUCTION

POLRI (Republic of Indonesia Police) pays great attention to these aspects of human resources. One of the aspects related to aspects of human resources is the career development system for members of the police; it was allegedly for the benefit of the authorities at that time. Law No. 2 of 2002 concerning the state police gave Polri a mandate as a public service institution. As a public service institution, Polri has a mission to realize HR professionalism. This mission is realized by the National Police, which aims for police personnel to have good skills in the field while on duty. To realize this, Polri pays great attention to increasing the capabilities of Polri personnel so that they can support the implementation of tasks that continue to develop in the field within the security function of the Unitary State of the Republic of Indonesia (Divisi Humas Polri 2020). Aspects of human resources include aspects of competence, motivation, loyalty, and work discipline. It is very possible to realize that the career development system for members of the Indonesian National Police, based on Chief of Police Regulation No. 9 of 2016, is intended to explain the career pattern of Police personnel. This career pattern describes each Polri personnel's career development path as well as the relationship and suitability from the completion of initial formation education to the end of service.

One of the big things in Polri's career development that is currently happening is the phenomenon of productivity for Polri members. Polri members themselves are all Polri members. This productivity phenomenon was confirmed by the former Chief of Police, Police General (Purn) Tito Karnavian, through the official website of Polri Public Relations (2019), who explained that currently there is a buildup of queues for promotion to the rank of members of the Indonesian National Police. Apart from that, the productivity phenomenon certainly has implications for the career development of Polri members, and the negative implications affect the implementation of their duties and functions as public servants. This causes the demands and expectations of members of the National Police to carry out their duties and functions based on aspects of human resource management, which include aspects of competence, motivation, loyalty, and work discipline. Therefore, Polri's performance must be supported by an appropriate career planning system, which will have a very large influence on this issue.

The problems in this thesis will be analyzed using theories related to aspects of human resources, which include aspects of competence, motivation, loyalty, and work discipline. According to Schuler & Jackson (1987), the stages of human resource aspects include: 1) competence; 2) motivation; 3) loyalty; and 4) work discipline. Using this theory, it is hoped that the correlation between the phenomenon of human resource aspects and the performance productivity of Polri members will be known (Santoso, 2019).

There are several previous studies that have conducted discussions close to the problems discussed in this thesis. The first piece of literature is a thesis entitled "Analysis of employee career planning and development in filling out supervisory position formations in the state civil service agency," written by Yani Rosyani. This thesis discusses the form of aspects of human resource management and employee career productivity in filling out supervisory position formations at the State Civil Service Agency. This study found that the National Civil Service Agency did not yet have alignment or directed career planning, so that the career goals of employees are in accordance with their qualifications and competencies. This study found that in a career development pattern like this, employees do not plan their careers but only follow the opportunities that exist, so organizational planning is for filling positional formations. This is basically the same as what happened to the police, where career planning is unclear, which then has an impact on career patterns and the output of members of the National Police, which are basically public organizations. The second piece of literature is a research report written by Ayu Arsiani in 2015 entitled "Career Planning and Development System as an Intervention to Reduce Turnover Intention Volume in PT X and Y Holding Companies." This research aims to find the causes of high voluntary turnover of employees at supervisory level and above in PT X and Y and design an intervention program to overcome these problems. This study employs a post-positivism research strategy. In addition, the data collection method used is by conducting in-depth interviews and secondary data analysis.

## RESEARCH METHOD

The research was conducted at the North Kalimantan Regional Police (Polda). In this study, the design used was a descriptive quantitative design, and a study of the relationship between variables (a causal design) was also carried out. The population consists of 3,294 members of the North Kalimantan Regional Police. The number of sample members is often expressed by the sample size; that is, a sample that is 100% representative of the population is the same as the population. The larger the sample that is close to the population, the smaller the chance of error, and vice versa, the smaller the sample that is away from the population, the greater the chance of error. In calculating the sample, the authors use the Krejci table. collection of data that is useful in this study from primary and secondary sources. The analysis technique used is multiple regression analysis through the SPSS 22 program.

## RESULTS AND DISCUSSION

Regression between the variables Competence, Motivation, Loyalty, Work Discipline on Productivity can be described in data processing with SPSS software version 22.00 The value of R<sup>2</sup> (coefficient of determination) is 0.992. This shows that the magnitude of the variation that has a joint effect between Work Experience, Promotion, and Motivation on Employee Performance is 99.2% or the remaining 0.8% is influenced by other factors not examined.

**Table 1. Model Summary, Coefficients, Excluded**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,992 <sup>a</sup>	,983	,983	,00246
a. Predictors: (Constant), DISIPLIN KERJA, KOMPETENSI				

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-,046	,012		,389
	KOMPETENSI	,010	,007	,009	,162
	DISIPLIN KERJA	1,000	,007	,983	,000
a. Dependent Variable: PRODUKTIVITAS					

Excluded Variables <sup>a</sup>					
Model		Beta In	t	Sig.	Collinearity Statistics
1	MOTIVASI	,b	.	.	,000
	LOYALITAS	,b	.	.	,000
a. Dependent Variable: PRODUKTIVITAS					
b. Predictors in the Model: (Constant), DISIPLIN KERJA, KOMPETENSI					

#### *Competency Variable on Productivity*

Ho = no influence of competence on productivity

Ha = there is an effect of competence on productivity

From the calculation, it is obtained that the significance value for the Competency variable is  $0.162 > 0.05$ , then Ho is rejected, or Ha is accepted. Thus, it can be concluded that the competence variable has a significant influence on the productivity variable.

#### *Motivational Variables on Productivity Variables*

Ho = no effect of motivation on productivity

Ha = there is an effect of motivation on productivity.

From the calculation, the significance value for the motivation variable is  $0.00 > 0.05$  then Ho is accepted, or **Ha** rejected. Thus, it can be concluded that the motivation variable does not have a significant effect on the productivity variable.

#### *Loyalty Variable to Productivity Variable*

Ho = no effect of Loyalty on Productivity

Ha = there is an effect of Loyalty on Productivity

From the calculation, the significance value for the loyalty variable is  $0.00 < 0.05$  then Ho accepted, or **Ha rejected**. Thus, it can be concluded that the Loyalty variable does not have a significant effect on the Productivity variable.

#### *Discipline Variable on Productivity Variable*

Ho = there is no effect of Discipline on Productivity

Ha = there is an effect of Discipline on Productivity

From the calculation, the significance value for the loyalty variable is  $0.00 < 0.05$  then Ho accepted, or **Ha rejected**. Thus, it can be concluded that the Discipline variable does not have a significant effect on the Productivity variable. The value of the regression coefficient on the Competency variable is 0.162. This means that with other factors considered constant, the influence of competence is greater than that of Motivation, Loyalty, and Discipline because the result is 0.162. The value of the regression coefficient on the variable Motivation, Loyalty and Discipline is 0.00. This means that with other factors considered constant, then every increase in competence, productivity will also increase by 0.162. The regression coefficient value on the Competency variable is 0.162. then every increase in Competence, Productivity will also increase by 0.162. Beta for  $X_1 = 0.009$ . For  $X_2 = 0$ . for  $X_3 = 0$  And for  $X_4 = 0.983$ . Thus, the most dominant variable, which has a beta coefficient = 0.983 is Discipline followed by Competency with a beta coefficient = 0.009. So, with reference to the beta results (Unstandardized Coefficients) above, the regression equation can be produced as follows:

$$Y = -3.899 + 0.009X_1 + 0.983X_2$$

#### *Hypothesis Test with Significance Test and F Test*

The simultaneous test with the F-test aims to determine the joint effect of the independent variables on the dependent variable or  $H_a$  rejected. Thus, it can be concluded that the variables of Compensation, Motivation, Loyalty, and Discipline together have no effect on Productivity.

#### **Data Interpretation**

Based on the statistical test results, it can be clearly seen that simultaneously all the independent variables have a significant effect on the dependent variable with a sig value.  $-3.889 < \alpha 0.05$ . The influence of the three independent variables is positive, meaning that the higher the competence, motivation, loyalty, and discipline, the higher the performance productivity of the North Kalimantan Regional Police (Polda) produced.

#### ***Partially***

##### *The Effect of Competence on Work Productivity*

The results of testing the hypothesis ( $H_1$ ) have proven that there is an influence between competence on work productivity. Through the results of the calculations that have been carried out, it is obtained that the t value is 1,399 with a significance level of 1,399 which is greater than 0.05, thus  $H_a$  is accepted, and  $H_o$  is rejected. This test statistically proves that competence has a positive effect on productivity, meaning that there is an influence between competency variables on the productivity of members of the North Kalimantan Regional Police (Polda), this is due to good competence, the performance of members of the North Kalimantan Regional Police (Polda) will also be good.

##### *The Effect of Motivation on Work Productivity*

The results of testing the hypothesis ( $H_2$ ) have proven that there is an influence between motivation on work productivity. Through the results of the calculations that have been carried out, it is obtained that the t value is 0.00 with a significance level of 0.00 which is less than 0.05, which means that the hypothesis in this study is rejected by  $H_a$  and accepts  $H_o$ . This test statistically proves that motivation has a negative effect on work productivity, meaning that the motivation variable does not significantly affect the performance productivity of the North Kalimantan Regional Police (Polda) members.

##### *The Effect of Loyalty on Work Productivity*

The results of testing the hypothesis ( $H_3$ ) have proven that there is an influence between loyalty and work productivity. Through the results of the calculations that have been carried out, it is obtained that the t value is 0.00 with a significance level of 0.00 which is less than 0.05, which means that the

hypothesis in this study is rejected by  $H_a$  and accepts  $H_o$ . This test statistically proves that loyalty has a negative effect on work productivity, meaning that the loyalty variable does not significantly affect the work productivity of the North Kalimantan Regional Police (Polda) members.

#### *The Effect of Discipline on Work Productivity*

The results of hypothesis testing ( $H_3$ ) have proven that there is an influence between Discipline on work productivity. Through the results of the calculations that have been carried out, it is obtained that the t value is 152.03 with a significance level of 152.03 which is less than 0.05, which means that the hypothesis in this study is accepted by  $H_a$  and rejected by  $H_o$ . This test statistically proves that discipline has a positive effect on work productivity, meaning that the variable of discipline significantly affects the performance productivity of the North Kalimantan Regional Police (Polda) members.

### **CONCLUSION**

The results of this study resulted that competence has a positive and significant effect on the work productivity of the North Kalimantan Regional Police (Polda) members, motivation has no effect on the work productivity of the North Kalimantan Regional Police (Polda) members, Loyalty has no effect on the work productivity of the North Kalimantan Regional Police (Polda) members and discipline has a positive and significant effect on the work productivity of the North Kalimantan Regional Police (Polda) members. The things that need to be studied by the leaders of the North Kalimantan Regional Police (Polda) from the results of this study are the aspects of motivation and loyalty because they both have no effect on the work productivity of the North Kalimantan Regional Police (Polda) members.

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