

## Remuneration Factors in Supporting the Effectiveness of the Performance of the Police of the Republic of Indonesia in the Gorontalo Police

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**Abstract.** This research aims to obtain an overview of the Remuneration Factor in Supporting the Effectiveness of Police Performance Gorontalo Police District Office. The researcher applied qualitative approach while data collection techniques were conducted through interviews to a number of informants, observations and secondary data documentation. By the three indicators of effectiveness of police performance (target achievement, integrity and adaptation) there are some problems encountered. In target achievement indicator, there are some obstacles that obstruct the police performance effectiveness. Whereas the integration indicator showed that the ability of organizations to provide information on Remuneration to members of the National Police has not been effective, as seen from the human resources, there are still those who do not understand about Remuneration and the availability of inadequate infrastructure in the process of conducting socialization. The adaptation indicators showed that the procurement and labor process measurement benchmarks in supporting the performance of Police members have not been effective. It can be seen from the lack of personnel needed in serving the community to support the effectiveness of the police members in Gorontalo Police district office.

**Keywords:** Remuneration; Effectiveness; Performance; Police

**Abstrak.** Penelitian ini bertujuan untuk mendapatkan gambaran faktor remunerasi dalam mendukung efektivitas kinerja Kepolisian Daerah Gorontalo. Peneliti menerapkan pendekatan kualitatif sementara teknik pengumpulan data dilakukan melalui wawancara ke sejumlah informan, pengamatan dan dokumentasi data sekunder. Dengan tiga indikator efektivitas kinerja kepolisian (target pencapaian, integritas dan adaptasi) ada beberapa masalah yang dihadapi. Dalam indikator pencapaian target, ada beberapa kendala yang menghambat efektivitas kinerja kepolisian. Sedangkan indikator integrasi menunjukkan bahwa kemampuan organisasi untuk memberikan informasi mengenai Remunerasi kepada anggota Polri belum efektif, seperti yang terlihat dari sumber daya manusia, masih ada yang tidak mengerti tentang Remunerasi dan ketersediaan infrastruktur yang tidak memadai dalam proses melakukan sosialisasi. Indikator adaptasi menunjukkan bahwa tolok ukur pengukuran proses pengadaan dan tenaga kerja dalam mendukung kinerja anggota Polri belum efektif. Hal ini dapat dilihat dari kurangnya personel yang dibutuhkan dalam melayani masyarakat untuk mendukung efektivitas anggota polri di Wilayah Hukum Polda Gorontalo.

**Kata kunci:** Remunerasi; Efektivitas; Kinerja; Polisi

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## INTRODUCTION

Service providers are required not only to provide standard services but in the current era, excellent service prioritizing the quality needed to give better results. To produce good service, related agencies must be able to describe service quality to the employees both by providing direction, requires read the guidelines and offer training to improve the quality of the employees themselves. The quality of the government apparatus reflected by his ability to provide services to the community according to each task's load. One of the efforts made in developing and maintaining the apparatus's work quality can be started with effort motivation. Besides that, role leadership is also a factor that strongly supports the quality of service government apparatus (Mohi, W,K dan Mahmud,I, 2018)

One of the things that can improve employee performance is providing bonuses for those who have performed well. In recent times, several bureaucracies, especially Indonesia, have implemented a remuneration system as one of the elements considered to be able to improve employee performance, including a sense of enthusiasm in completing their respective tasks or jobs (Nasution, 2019).

The remuneration system is attractive in a performance-based system. In New Public Management (NPM) the remuneration system can be a consequence, a condition that motivates employees. However, a remuneration system that is not based on fair performance, both individuals and organizations, can cause jealousy. Performance measurement patterns are the main requirement for fair remuneration. Employee placement and promotion should be based on competency standards (Widyastuti, 2010).

The remuneration policy is made based on regulations and laws regarding bureaucratic reform, namely Law No.17 of 2007 concerning the long-term national development plan for 2005-2025 and also on the regulation of the Minister of State PAN (Empowerment of State Apparatus), No. PER/15/M.PAN/7/2008 regarding general guidelines for bureaucratic reform. Based on these guidelines and regulations, the Remuneration Policy is addressed to all Civil Servants in all government agencies in Indonesia.

Currently, bureaucratic reform is aimed at changing the structure of the government bureaucracy to be more effective and efficient in carrying out its duties and functions as an apparatus (Cordella & Tempini, 2015; Labolo & Indrayani, 2017). Therefore, in an effort to respond to this, the government is expected to make consistent improvements to itself, especially the seriousness to become a government that has a good performance. In connection with this, government officials are increasingly required to improve the quality of human resources, which is, of course, related to governmental tasks and development as well as services to the community which are a logical consequence of the function and position of the apparatus as service providers (Kremen et al., 2004; Irmayanti et al, 2019).

According to Law Number 2 of 2002, Chapter II Article 8 Paragraph 1 and 2 explains that the Indonesian National Police are under the President and the Indonesian National Police are led by a Head of the Police, who is carrying out their duties is accountable to the President in accordance with statutory regulations. In this case, it is also made clear in Chapter I, Article 1 Paragraph 4 that Police Regulations are all regulations issued by the Indonesian National Police in the framework of maintaining order and ensuring public safety in accordance with statutory regulations (Law No.22 / 2002).

In the Chief of Police Regulation and the Law on Polri, it is explained that civil servants at the National Police are members of the National Police and Civil Servants within the National Police, it is hereby clear that Polri members are entitled to remuneration or performance allowances as the latest compensation and different from the compensation described in Government Regulation No. 42 of 2010 concerning the rights of members of the police and allowances or compensation such as family allowances (wife/husband and children allowances), job allowances, side dishes, and rice allowances, health services, legal assistance, and security protection, leave, Kapor Polri, honors, official housing/dormitories/mess, transportation or official transportation, and others capable of encouraging performance and improving performance based on a performance management system.

The remuneration program is one of the bureaucratic reform programs that the government has launched through the provision of additional allowances provided

by institutions in accordance with the performance made by each work acts as a reward or service for the resulting performance (Nasution, 2019). One government agency that is undergoing bureaucratic reform is the Ministry of Finance.

The purpose of the remuneration is stated by Samsudin (2006) that the purpose of providing remuneration includes meeting the economic needs of employees receiving compensation in the form of salaries, wages, or other forms of economic needs, providing compensation, advancing organizations or companies and showing balance and fairness (Tsui et al., 1997).

This study will look at how effective the remuneration factor is in improving the performance of members of the National Police. If you look at the definition of effectiveness, it is the main element in achieving the goals or objectives that have been determined in any organization, activity, or program. It is called effective when the goals or objectives are achieved as determined (Handayani, 1994; Georgeopolus and Tannembaum, 1985; Steers, 1985).

Furthermore, according to Kurniawan (2005) defines effectiveness as the ability to carry out tasks, functions (program activity operations or missions) rather than an organization or the like where there is no pressure or tension in its implementation. Meanwhile, Duncan (1984) quoted by Steers (1985) in his book "Organizational Effectiveness" said about the measure of effectiveness, as follows: (1) Achievement of Goals Achievement is the whole effort to achieve goals must be seen as a process. Therefore, in order for the achievement of the final goal to be guaranteed, stages are needed, both in terms of the stages of achieving the parts and stages in the sense of periodization. The achievement of goals consists of several factors, namely: Time period and objectives which are concrete targets. (2) Integration, namely the measurement of the level of an organization's ability to conduct socialization, consensus development, and communication with various other organizations. Integration involves the socialization process. (3) Adaptation is an organization to adapt to its environment. For this purpose, benchmarks are used for the procurement and labor filling process.

From several opinions regarding effectiveness, it can be concluded that effectiveness is a measure that states how far the targets (quantity, quality, and time)

have been achieved by management, where these targets have been determined in advance.

The system of giving allowances needs to be carried out fairly based on the burden and duties of employees so that it can become an incentive for the bureaucracy to work effectively (Stavins, 1998; Barzelay, 1992). With regard to improving the welfare of Police of the Republic of Indonesia members, the government must effectively provide salaries in accordance with the workload received by of Police of the Republic of Indonesia (Polri) members. However, the low basic salary received by Polri members is considered unable to improve their welfare. So that with a small salary and welfare, it has an effect on the morale and performance of the Police. The low salary of the National Police ultimately results in a decrease in the performance of the Police in carrying out their duties and jobs.

Another phenomenon regarding the awareness of Polri members who are still lacking in low performance so that it affects quality rather than performance, is less responsive to community needs, meaning that the quality of service is not optimal, there are still Polri (of Police of the Republic of Indonesia) members who are less disciplined, especially in the implementation of morning apples which results in not optimal attendance recaps Polri members are so impressed that the remuneration given has no effect on the performance of Polri members, there is still a lack of competent human resources in each field and there are still many goals and visions and visions of of Police of the Republic of Indonesia that have not been achieved because Polri members are not aware of their duties and functions. This is what needs great attention because it is not in accordance with what has been given by the agency or institution. There is still less morale than the members, which makes the work done less effectively and efficiently.

Research on remuneration associated with employee performance has been carried out by several previous researchers. The first research by Ilham Tahar in 2012, with the title of his research, is a study of the performance-based remuneration system case study at Bank Indonesia, this research discusses the practice of implementation. Remuneration at Bank Indonesia. The analysis found that the

measurement of employee performance at Bank Indonesia has a form or pattern that recurs every year.

The second research was conducted by Dina Kristina in 2015. Title: Research on the effect of employee performance remuneration on employee performance at the Ministry of State Secretariat of the Republic of Indonesia. Employee performance as a measure of the success of an optimal organization requires employee remuneration among employees so as to create a work ethic to increase work results.

In terms of novelty, this research clearly has differences in terms of focus and locus and also the theoretical approach used. The purpose of the research carried out in this paper is to focus on knowing how the Remuneration Factor in Supporting the Effectiveness of the Performance of the Indonesian Police at the Gorontalo Police.

## **METHODS**

This study used a qualitative approach with descriptive research type because the aim was to reveal and describe the facts of the Remuneration Factor in Supporting the Effectiveness of the Performance of the Indonesian Police at the Gorontalo Police.

The data sources in this study were primary and secondary data. Primary data was obtained from the source of informants/key informants, which in this study were as many as 8 people, among others: Head of the Press Subdivision of Resources; Head of Finance; Head of the Head of Professional and Security Affairs and members of the National Police as many as 5 people. Furthermore, secondary data is obtained from searching documents related to research needs such as journal articles, proceeding articles, books, documents of applicable laws, and regulations.

The data collection techniques carried out were interviews, observation, and documentation in the field. Data analysis was carried out by qualitative descriptive analysis with several stages, namely data reduction, data display, and data verification.

## RESULTS AND DISCUSSION

This research was centered at the Gorontalo District Police. The location of the study methodologically allowed data collection to be carried out, given the problematic location of the effectiveness of remuneration.

This research is a descriptive study on the Remuneration Factors in Supporting the Effectiveness of the Performance of the Police of the Republic of Indonesia at the Gorontalo Police. In this study, the researcher tries to dig, reveal, and then describe it. The results of this study are in the form of data obtained through interviews, documentation, and information, which tell about how the remuneration factor supports the effectiveness of the National Police's performance, which is examined through 3 indicators of organizational effectiveness indicators according to Duncan, namely, goal achievement, integration, and adaptation.

Effectiveness is often used as a concept about being effective as an organization aims to produce. Organizational effectiveness can be carried out by paying attention to satisfaction, achieving the organization's vision, fulfilling aspirations, developing the organization's human resources and aspirations, and having a positive impact on society.

Performance allowances or remuneration for employees of State Ministries / Institutions is the government's effort to create more public services on the basis of the performance gains of each employee. The performance allowance itself can increase or even decrease according to the performance achievements produced. It is hoped that the effect of providing regional performance allowances on employees will have an impact on changing perspectives and work processes so that employees can be more disciplined, has more ideas, is creative, and want to work even harder. Discipline is closely related to improving performance in an organization.

An important element in the concept of effectiveness is actually the achievement of goals in accordance with what has been agreed to the maximum, goals are the aspirations aspired to or a certain condition to be achieved by a series of processes. Building effective organizations and individuals require effectiveness criteria. Effectiveness criteria are typically expressed in terms of the short, medium, and long term. The short-term criterion is to show the results of an action spanning a

year or less. Based on the results of interviews conducted with the Gorontalo Resort Police Chief, and other of Police of the Republic of Indonesia (Polri) members and as recipients of Remuneration, a real picture of the Remuneration Factors in Supporting the Effectiveness of the Performance of the Police of the Republic of Indonesia at the Gorontalo Police is as follows:

### 1. Achievement of Objectives

Achievement of Goals Achievement is the overall effort to achieve goals that must be viewed as a process. Therefore, in order for the achievement of the final goal to be guaranteed, stages are needed, both in terms of the stages of achieving the parts and stages in the sense of periodization. The achievement of goals consists of several factors, namely: Time period and objectives which are concrete targets.

Basically, the reason for establishing an organization is to achieve mutually agreed goals and objectives more effectively and efficiently. In addition, with actions taken together with a full sense of responsibility, it is hoped that the achievement of the goals of the organization can be carried out with good results. A successful organization can be measured by looking at the extent to which the organization can achieve its goals. Likewise, the Gorontalo District Police always strives to achieve a goal as expected.

Based on the description of the results of the interview that the stages carried out in achieving the objectives rather than providing performance allowances to members of the Gorontalo Police have gone well, but it has not been precisely seen from the targets achieved in providing performance allowances from of Police of the Republic of Indonesia members have not been effective, in terms of daily attendance which affects the quality of performance of members of the National Police.

Whereas from the results of observations by researchers during their time in the field that the remuneration factor in supporting the effectiveness of the performance of of Police of the Republic of Indonesia (Polri) employees has not been maximized, seen from the performance of the Polri, there is no improvement in the sense that there is no innovation and creativity than Polri in advancing an organization that this remuneration should be able to strengthen and strengthen. better quality than the Police.



To address this matter, it is hoped that the competent authorities will pay attention to the remuneration or the provision of performance allowances on target and can be calculated. Because the goal of Remuneration is the spirit of bureaucratic reform which colors the empowerment of the state apparatus to create a State administration that is able to support the smooth and integrated implementation of the tasks and functions of state governance and development in order to face the challenges of globalization.

The level of effectiveness can be measured by comparing the plans or targets that have been determined with the results achieved, then the effort or the results of the work is said to be effective, but if the effort or the results of the work done is not achieved in accordance with what was planned, then it is said not. effective.

## 2. Integration

Integration is a measurement of the level of an organization's ability to conduct socialization, consensus development, and communication with various other organizations. Integration involves the socialization process. The main element for achieving the goals or objectives that have been determined in any organization, activity, or program is a planned statement of the different parts into a harmonious unit, meaning that integration measures the extent to which human resources are able to communicate between recipients and recipients. service providers to the community.

Based on the description of the results of previous interviews, the organization's ability to provide socialization about remuneration to Polri members is good, but it is not yet effective, seen from human resources, there are still some who do not understand about remuneration and the availability of inadequate infrastructure in the process of implementing the socialization. According to observations of researchers in the field, the socialization process carried out has been carried out in accordance with what has been determined, but there are obstacles encountered during the socialization process regarding Remuneration, for example, the implementation of socialization has not been effective, because many members of the National Police are still absent at the time of socialization carried out there is

no readiness for the facilities provided such as materials and other tools. The integration process should build communication not only through explanation but efforts must be made to have supporting media so that those who receive it can understand.

Human resources and the availability of infrastructure affect the success factors of remuneration in supporting the implementation of the duties of the Police members at the Gorontalo Police. In accordance with what has been determined that attendance in calculating allowances is based on morning apple absences and morning and evening fingerprints. Attendance to work is calculated with a weight of 70% (seventy percent). The work attendance assessment with a weight of 70 is determined as follows: a) Work attendance 90% to 100% is worth 100, b) Work attendance 70% to 89% is worth 75, c) Work attendance is 50% to 69% worth 50, d) Work attendance less than 50% is worth 25, and e) Work attendance at 0% is not given a performance allowance.

In response to this, it is hoped that the competent authorities can provide motivation as well as an affirmation to members of the National Police of the importance of remuneration in supporting performance in an agency.

### **3. Adaptation**

Adaptation is a personal adjustment to the environment, this adjustment can mean changing oneself according to environmental conditions, it can also mean changing the environment according to personal desires. In this case social adaptation in an organization, adaptation is an organization to adapt to its environment. For this purpose, benchmarks are used for the procurement and labor filling process.

Based on the description of the results of the interview that the benchmarks for the procurement and filling of manpower in supporting the performance of of Police of the Republic of Indonesia (Polri) members have not been effective, it is seen from the lack of personnel needed to serve the community and the lack of quality resources to support the effectiveness of Polri members at the Gorontalo Police.

According to researchers' observations, Human Resources are still lacking competent human resources in their respective fields. For this reason, it is hoped that more attention should be paid to selection, from recruitment to job placement, so that competencies rather than human resources are channeled. If these human resources are properly considered by appreciating their talents and expertise, developing abilities, and utilizing them appropriately, then an organization will be able to move dynamically and develop rapidly. Employee placement and promotion should be based on competency standards.

## CONCLUSIONS

In general, the remuneration factor in supporting the effectiveness of performance is still ineffective, this is evidenced by the results of research that were examined through three indicators of effectiveness showing that the indicators of achieving the goal there are still obstacles encountered in the process of stages until the achievement of the Remuneration target is not appropriate with the expected. Meanwhile, the integration indicator shows that the organization's ability to provide information on remuneration to members of the National Police has not been effective, seen from human resources, there are still some who do not understand about Remuneration and the availability of inadequate infrastructure in the process of implementing the socialization.

The adaptation indicator shows that the benchmarks for the procurement and filling of manpower in supporting the performance of Police of the Republic of Indonesia (Polri) members are not yet effective, seen from the lack of personnel needed to serve the community and the lack of quality resources to support the effectiveness of Polri members at the Gorontalo Police.

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