

## THE EFFECT OF REWARD AND JOB SATISFACTION ON THE POLICE PERSONNEL PERFORMANCE IN THE RIAU POLICE HEADQUARTERS

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### ABSTRACT

*This study examined the effect of reward and job satisfaction on the police personnel performance in the Riau Police Headquarters. This involved 12 locations, such as POLDA Riau, POLRESTA Pekanbaru; and 10 Police of Resorts/POLRES (Indragiri Hilir; Indragiri Hulu; Pelelawan; Siak; Bengkalis; Dumai; Rokan Hilir; Rokan Hulu; Kampar; Kuantan Singingi) with number of population was 6,010 personnel. The sampling technique used stratified random sampling. Questionnaires were distributed to 612 respondents that consisted of Bintara, First Officer (Pama) and Intermediate Officers (Pamen). The results show that: 1) simultaneously, there was a direct positive effect on the performance of the reward. But partially, on 9 object of research, namely: POLDA Riau; POLRESTA Pekanbaru; and 7 POLRES (Indragiri Hilir; Pelalawan; Siak; Bengkalis; Dumai; Rokan Hilir and Kampar), there was no direct influence of the reward on the performance; 2) and partially and simultaneously, there was a direct and positive effect of job satisfaction on the performance; 3) and partially and simultaneously, there was a positive and direct effect of reward on job satisfaction; 4) simultaneously, there was an indirect effect of reward toward performance. However, partially, there was no indirect effect of reward on performance at the Kuantan police station Singingi.*

**Key words:** Reward, Job Satisfaction, Performance.

## PENGARUH PENGHARGAAN DAN KEPUASAN KERJA TERHADAP KINERJA PERSONEL POLRI DI WILAYAH KEPOLISIAN DAERAH RIAU

### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh penghargaan dan kepuasan kerja terhadap kinerja personel POLRI di wilayah Kepolisian Daerah Riau. Obyek penelitian adalah 12 lokasi, yaitu POLDA Riau, POLRESTA Pekanbaru; dan 10 POLRES (Indragiri Hilir; Indragiri Hulu; Pelelawan; Siak; Bengkalis; Dumai; Rokan Hilir; Rokan Hulu; Kampar; Kuantan Singingi) dengan jumlah populasi 6.010 personil. Teknik pengambilan sampel menggunakan Stratified Random Sampling. Kuesioner dibagikan kepada 612 responden yang terdiri atas polisi berpangkat Bintara, Perwira Pertama (Pama) dan Perwira Menengah (Pamen). Hasil penelitian menunjukkan bahwa: 1) Secara serentak, terdapat pengaruh langsung positif penghargaan terhadap kinerja. Namun secara parsial, pada 9 obyek penelitian, yaitu: POLDA Riau; POLRESTA Pekanbaru; dan 7 POLRES (Indragiri Hilir; Pelalawan; Siak; Bengkalis; Dumai; Rokan Hilir dan Kampar), tidak terdapat pengaruh langsung penghargaan terhadap kinerja; 2) Secara serentak dan parsial, terdapat pengaruh langsung positif kepuasan kerja terhadap kinerja; 3) Secara serentak dan parsial, terdapat pengaruh langsung positif penghargaan terhadap kepuasan kerja; 4) Secara serentak, terdapat pengaruh tidak langsung penghargaan terhadap kinerja. Namun secara parsial, tidak terdapat pengaruh tidak langsung penghargaan terhadap kinerja pada POLRES Kuantan Singingi.*

**Kata Kunci:** Reward, Job Satisfaction, Performance.

## INTRODUCTION

It has been noted that a positive performance is the ultimate goal and expectations in any type of organization. This also applies in the police department as a public organization that is constantly assessed by the public. Organizational performance does not appear automatically, but through a process and an output of the accumulation of organizational personnel performance. This organizational personnel performance reflects the behavior. In addition, behavior arises because of the cause and goal-directed behavior motivates the behavior. This is because individual behavior is influenced by several factors or variables such as individual, psychological, and organizational factors.

Individual variables include mental ability, physical skills, and the background (family, social level, experience), demographic (age, national origin, gender). Variable of organization include: resources, leadership, reward or reward, structure and design work. Psychological variables are: perception, attitude, personality, teaching or learning and motivation. Performance is a result that is affected by various causes. Various factors that affect performance include job satisfaction, stress level, motivation, learning, decision making, trust, fairness and ethics. Job satisfaction is one factor that can increase the motivation of personnel to perform better or maintain its positive performance. Job satisfaction is influenced by various factors, among others, is a reward.

Reward can contribute positively to the performance if the reward is given precisely, so that the reward is felt as a result of work performance in reality. System fitting tribute also has a positive impact on the creation of a conducive working environment and healthy competition embodiment in order to reach "the right man in the right place". Therefore, the researcher is interested in doing research with the title "The Effect of Reward and Job Satisfaction on the Police Personnel Performance in the Riau Police Headquarters" The focus of the problem in this study is as the following.

Whether there is a direct influence of reward on the performance.

Whether there is a direct effect of job satisfaction on performance.

Whether there is a direct effect reward on job satisfaction.

Whether there is an indirect effect of reward on performance through job satisfaction.

## THEORETICAL FRAMEWORK

### Concept of the Reward

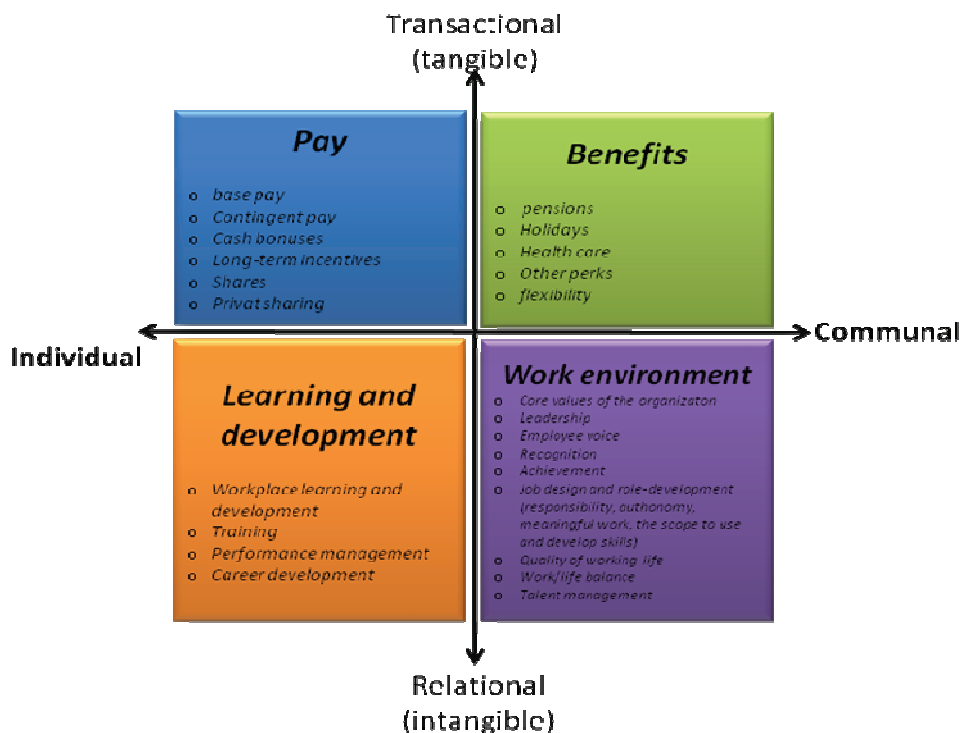
Reward is associated with the fulfillment of the promise of the organization, as stated by Hale (2004, p. 179). It concerns the organization doing their fulfillment of the promise. In this case, Rae Andre (2008: 108) defines a more specifically that reward is the desired consequence which is typically given for general performance rather than being contingent on specific behaviors. It is not only tangible material but also intangible non-material, illustrated in Figure 1. The rewarding of the right to work as a driver motivate positive performance due to the behavior of others to some degree dependent on the type of results expected.

The argument above is in line with the statement by Luthans (2008: 93), that reward has a function as an attribute to the organization in order to try to motivate the performance of members of the organization and encourage their loyalty and retention. An reward according to Slocum and Hellriegel (2009: 102) is described as an event that a person finds desirable or pleasing". It covers Reward broader aspects, is not merely material, but also a comfortable work environment, recognition of competence towards implemented in the promotion as well as the opportunity to learn and self-development for the provision of education and training opportunities. The reward appropriate personnel will provide assurance to the organization that the organization provides a sense of fairness in terms of career development.

### Job Satisfaction

Luthans (2008: 14) argues that job satisfaction is a result of employees' perception of

**Figure 1**  
**The Concept of Total Rewards**



Sources: Michael Armstrong (2007: 31).

how well their job provides all things they view as important ones. Gibson et al. (2006: 105-106) states that job satisfaction is influenced by several factors such as 1) Pay, the amount received and the perceived equity of pay; 2) Job, the extend to the which job tasks are interesting and provide opportunities Considered for learning and for accepting responsibility; 3) Promotion opportunities, the availability of opportunities for advancement; 4) Supervisor the supervisor 's ability to demonstrate interest in and concern about employees; 5) Co - workers, the extend to the which co - workers are friendly, competence, and supportive. This is illustrated in Figure 2. In contrast to Gibson, Mullins (2005: 703) said that job satisfaction is affected 8 (eight) factors, namely: 1) Information communications technology; 2) Stress at work; 3) Work organization and individual job design; 4) Comprehensive Model of job enrichment; 5) Broader organizational approaches; 6 Quality of work life; 7) Work or life balances, involvement, empowerment and groups; 8) Flexible working

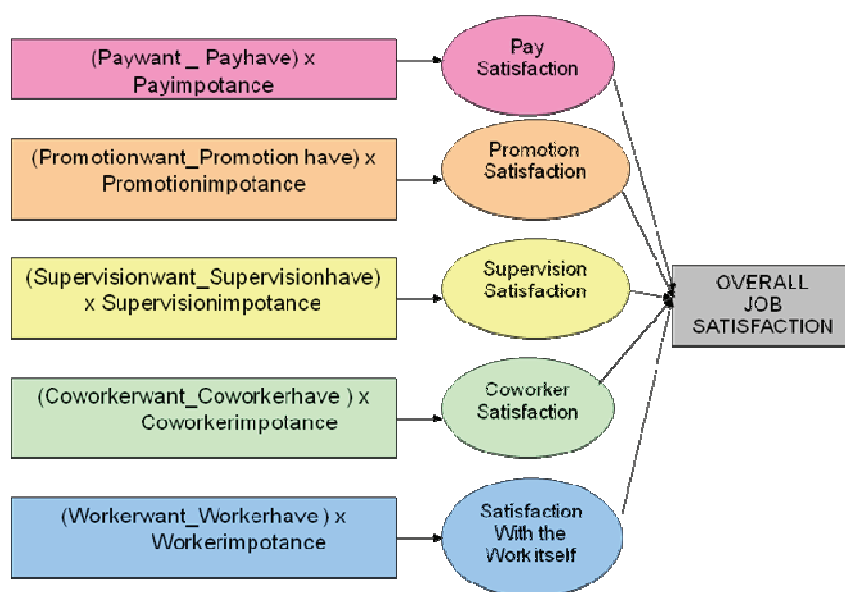
arrangements and quality circles.

Job satisfaction is actually derived from the size of something desired and obtained by the employees while job satisfaction includes satisfaction of payment, promotion satisfaction, supervision satisfaction, satisfaction with co-workers, and satisfaction with the work itself as illustrated in Figure 2.

### Performance

Performance is described as a result of behavior which is expressed by the employees in the form of action. This action can be described as desired results of behavior (Ivancevich, Konopaske, and Matteson 2008: 170). In addition, this concept of performance is clarified as the value of the set of employee behaviors that Contribute, either positively or negatively, to organizational goal accomplishment (Colquitt, & Lepine 2009: 370). Performance is determined by three factors: 1) task performance; 2) The behavior of citizenship; 3) Conduct a productive counter (Counter -productive behavior) shown in Figure 3.

**Figure 2**  
**Value- Perception Theory of Job Satisfaction**



Sources: Jason A. Colquitt, Jeffery A. Lepine and Michael J. Wesson (2009: 108)

### Direct Influence of Reward on Performance

A reward is considered a method to provide positive reinforcement of behavior. Reward can be used as a motivation which can cause a repetition of activities because the reward is one of the rewards. Law reward states that a behavior that is rewarded will experience a strengthening of fun and tend to be repeated. The effect of reward on performance is illustrated in Figure 4.

The direct effect of reward on the performance is also expressed as an appreciation by Charles D. Bailey, Lawrence D. Brown and Anthony F. Cocco (1998) in his study, found that the average increase in the incentive payment scheme, no different from a fixed payment scheme and there is a difference between incentive payments and payment schemes remain that may affect the performance of the task. Research by Steve J. Condly, Richard E. Clark and Harold D. Stolovitch (2003), entitled "The Effects of Incentives on Workplace Performance: A Meta - Analytic Review of Research Studies" also reinforces the theory that a direct influence on the performance of the reward. The results of the study explained that incen-

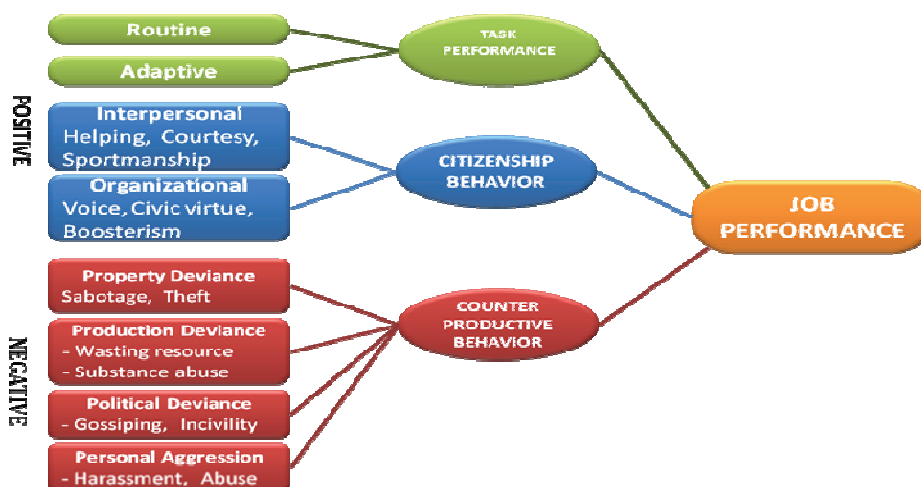
tives can significantly improve the performance of the workers when they are implemented carefully and measure performance before and during the incentive program.

The same thing also expressed Awonusi Chris Ajila and Abiola (2004) through his research entitled "Influence of Reward on Workers Performance in an Organization ". The results showed that there is a significant relationship between extrinsic reward and performance of workers, but there is no significant relationship between intrinsic rewards given to employees with their performance. Research Lena Lee and Poh Kam Wong (2008) entitled "Individual attitudes, organizational Reward System and patenting Performance of R & D Scientists and Engineers, "also shows similar things. The study states that individual factors interact positively to the organization's reward system and are most likely to achieve the highest levels of performance that remains.

### Direct Effect of Job Satisfaction on Performance

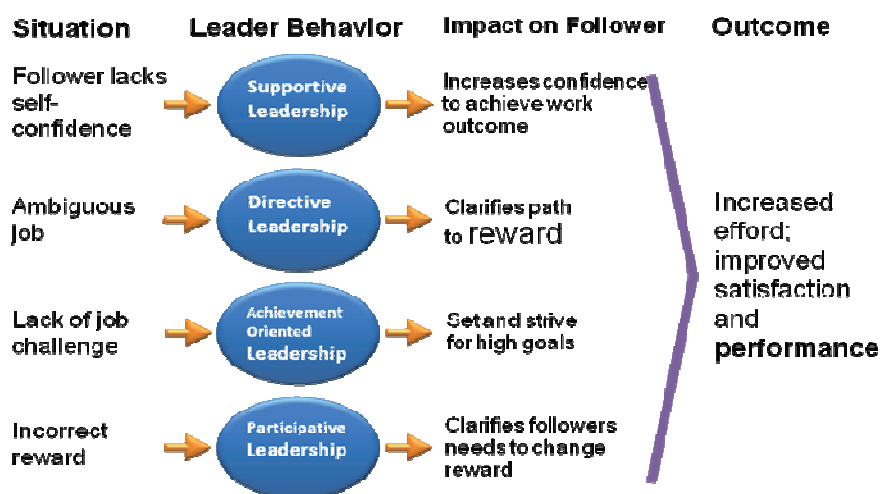
As described in the theory, performance is affected by various factors such as job satisfaction, in which it can be schematically

**Figure 3**  
**What Does It Mean To Be a Good Performer?**



Sources: Jason A. Colquitt, Jeffery A. Lepine and Michael J. Wesson (2009: 51).

**Figure 4**  
**Path - Goal Situation and Preferred Leader Behaviors**



Source: Richard L Daft (2005: 99).

shown in Figure 5. In this case, job satisfaction can encourage someone to do a good job as well as fostering the spirit to overcome obstacles/barriers in completing the work. Job satisfaction will lead to positive behavior reinforcement in the form of performance.

A research by Ing - San Hwang and Der - Jang Chi (2005) reinforces the theory that the direct effect of job satisfaction on performance. This concluded that job satisfaction significantly influences the performance of the organization.

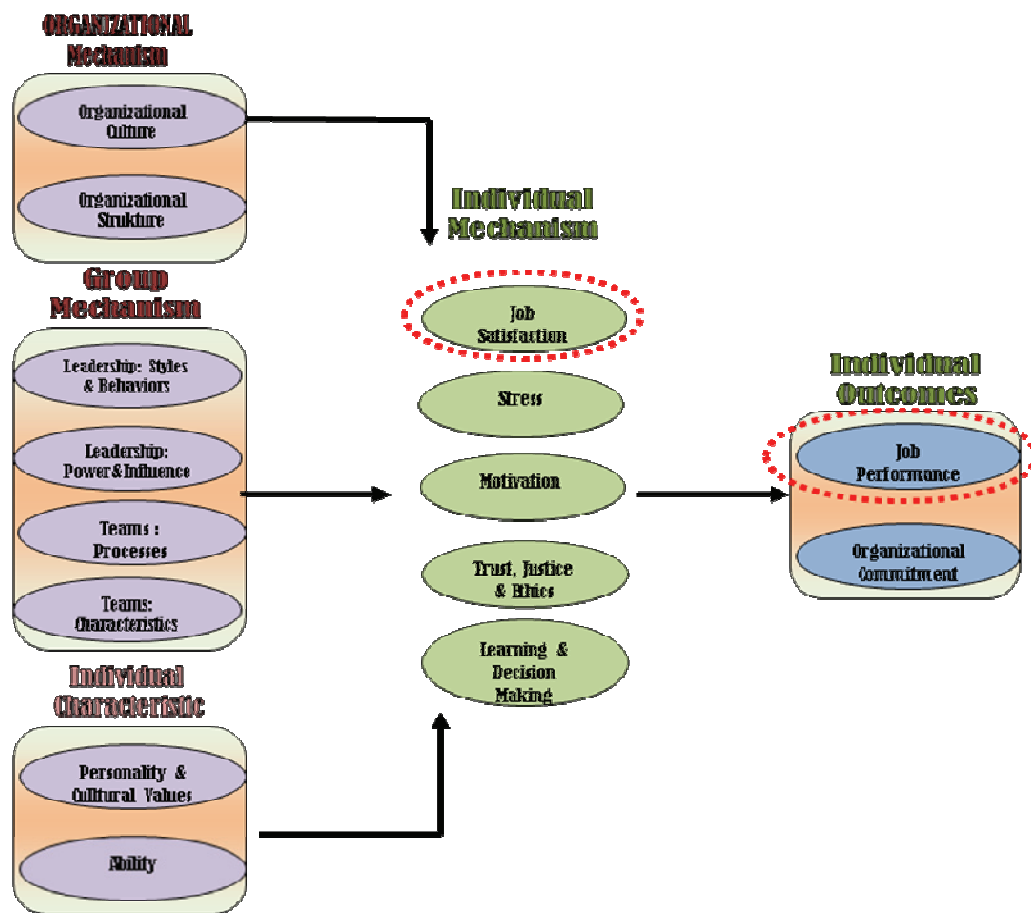
#### **Direct Effect of Reward on Job Satisfaction**

Reward can trigger individual to perform any task well as long as the reward is given on the right time and fair or proportional. The direct effects of the reward on the job satisfaction can be shown in Figure 6.

#### **Effect of Reward on Performance through Job Satisfaction**

Reward does not necessarily affect the performance. There can be a positive effect of

**Figure 5**  
**Integrative Model of Organizational Behavior**



Sources: Jason A. Colquitt, Jeffery A. Lepine and Michael J. Wesson (2009: 8).

reward on the performance whenever the reward received provides job satisfaction. This is consistent with Frederic Herzberg stated that there are two factors that can give satisfaction in work, so it is necessary to achieve balance between the two factors, which include : (1) Factor motivator (something that can motivate), among other accomplishments (achievement), recognition/reward, responsibility, make progress and developments in the works, in particular the promotion or the job itself factor, (2) the need for workplace health (hygiene factors), among others, wages or salaries, the relationship between workers, technical supervision, working conditions, discretion of the organization as well as administrative processes within the organization. It can be seen Figure 7.

Job satisfaction has a positive impact on performance. The reward will affect the per-

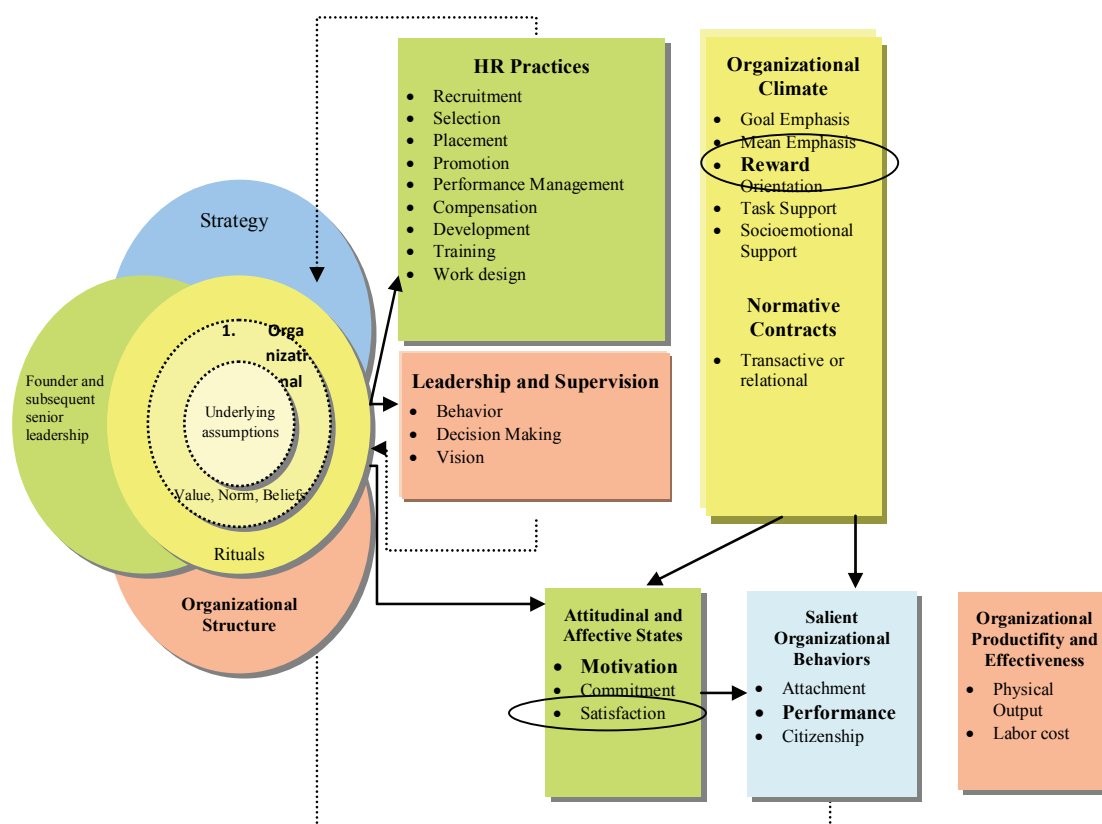
formance if the reward received can lead to job satisfaction. The theory is supported by Rizwan Qaiser Danish and Usman Ali (2010) in his study entitled "Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan." The results of the study explained that: there is a very close relationship between multiple dimensions of work motivation and job satisfaction, but the reward of work itself as well as operating procedures demonstrates the value of the weak and insignificant relationship.

### **Research Conceptual Framework**

Description:

1. The reward are independent variables (symbolized by X1).
2. Job satisfaction is a mediating variable (denoted by X2).

**Figure 6**  
**Models of linking Organizational Culture to Individual Outcomes**



Source: Sabine Sonnentag, (2002: 156).

3. Performance is the dependent variable (symbolized by X3).

### Hypotheses

The hypotheses of this study are as follows.

Hypothesis 1: There is a positive direct effect of reward on the performance.

Hypothesis 2: There is a positive direct effect of job satisfaction on performance.

Hypothesis 3: There is a positive direct effect of reward on job satisfaction.

Hypothesis 4: There is no direct effect of reward on the performance through job satisfaction.

Statistical hypotheses in this study are as follows.

1. Direct Positive Influence Reward (X1) to Performance (X3)

H0:  $p_{31} = 0$

H1:  $p_{31} > 0$

2. Direct Positive Effect of Job Satisfaction

(X2) on Performance (X3)

H0 :  $p_{32} = 0$

H1 :  $p_{32} > 0$

3. Direct Positive Influence Reward (X1) on Job Satisfaction (X2)

H0 :  $p_{21} = 0$

H1:  $p_{21} > 0$

4. Indirect Influence Reward (X1) to Performance (X3) through job satisfaction (X2)

H0 :  $p_{32} \times p_{21} = 0$

H1 :  $p_{32} p_{21} \times > 0$

Specification notation used in statistical hypothesis is:

$p_{31}$  = Path coefficient variable reward (X1) to performance (X3)

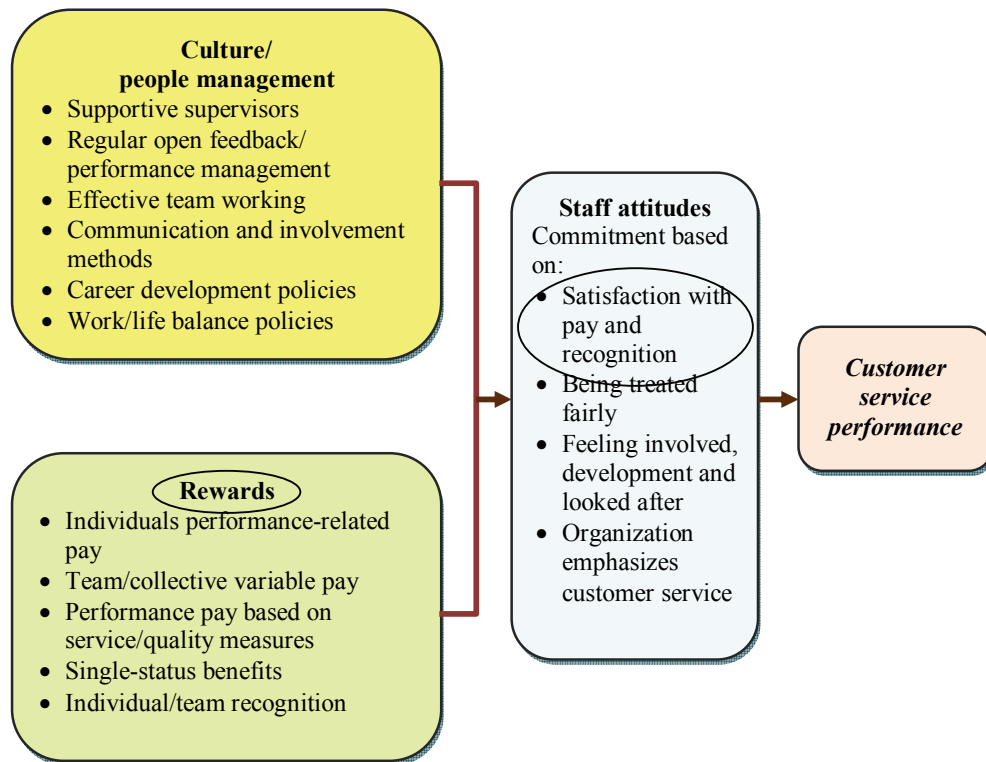
$p_{32}$  pathway = coefficient of job satisfaction (X2) on the performance (X3).

$P_{21}$  = Path coefficient variable reward (X1) to job satisfaction (X2)

Schematically, in the frame of this study is illustrated in Figure 8.

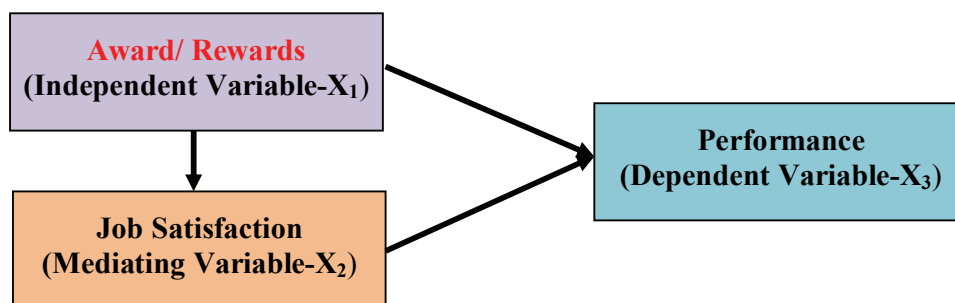


**Figure 7**  
**Culture, Awards and Performance**



Sources: Michael Armstrong (2007: 434).

**Figure 8**  
**Research Conceptual Framework**



## RESEARCH METHOD

This is a quantitative approach with a survey method as causal techniques. As it is whether or not to analyze the effect of one variable to another variable using path analysis (path analysis). Path analysis is a statistical technique used to test the causal relationship between two or more variables. Path analysis models, used to analyze the causal relationship in order to determine the direct effect (direct effect) and indirectly (indirect effect) set variable to due cause one.

The research object is the 12 locations, namely: Police Headquarters (POLDA) Riau, Police of City Resort (POLRESTA) Pekanbaru; and 10 Police of Resort (POLRES) Indragiri Hilir (Inhil); Indragiri Hulu (Inhu); Pelelawan; Siak; Bengkalis; Dumai; Rokan Hilir (Rohil); Rokan Hulu (Rohul); Kampar; Kuantan Singingi (Kuansing). All the data were gathered using questionnaires to the population sample of 6,010 personnel and 612 personnel as respondent (minimum sample using Slovin formula calculation is 376 people).



**Table 1**  
**Indicators of Award**

No.	Dimension	Indicators
1.	Intrinsic Awards	a. assigning responsibility b. giving autonomy c. opportunity of using and developing expertise d. opportunity to achieve and develop e. quality of job life f. balance between life and job
2.	Extrinsic Awards	a. Rewards for recognition b. appraisal c. feed back

Sources: Michael Armstrong (2007: 131).

**Table 2**  
**Indicators of Job Satisfaction**

No.	Indicators
1	Proportionally rewards received.
2	Degree of proper rewards received compared to other people in organization with tendency for same result of job
3	Frequency of employee promotion
4	Fairness in employee promotion
5	Ability as basis for employee promotion
6	Leaders' concern about personnel's.
7	Interest in jobs
8	Comfort in job
9	Relationship among the employees
10	Availability of tools for doing the tasks
11	Freedom related to the job which is attractive, opportunity to learn, and accepting responsibility.

The respondents of this study are rank police of Bintara, First Officer (Pama) and Intermediate Officers (Pamen). The sampling technique is done with stratified random sampling. The questionnaire indicators are illustrated in Table 1 through Table 3. Reward indicator is illustrated in Table 1.

## DATA ANALYSIS AND DISCUSSION

It was found that reward do not directly influence performance. This is indicated by the value of the path coefficient of 0.206 and  $t\ 1.351^{ns}$  (ns: not significant). Similarly, it also shows that reward do not directly influ-

ence the performance as shown by the value of the path coefficient of 0.145 and  $t\ 1.048^{ns}$ . In POLRES Indragiri Hilir, the result indicates that reward does not directly influence the performance, illustrated with the value of -0.032 and track coefficient  $t$  computed of -0.192<sup>ns</sup>. Next is that in POLRES Pelalawan, the reward has no directly affect the performance as indicated by the value of the path coefficient of 0.066 and  $t\ 0.426^{ns}$ .

In POLRES Siak Police, it indicates that the reward do not directly influence the performance as indicated by the value of the path coefficient of 0.236 and  $t\ 1.754^{ns}$ . In

**Table 3**  
**Performance indicators**

No.	Dimension	Sub dimension	Indicators
1.	Task Performance	Routine	a. Have work plan. b. Do the work plan. c. Control the work. d. Good administration. e. Ethical and moral f. Oriented to result accuracy
		Adaptive	a. Handling crisis situations. b. Handling work stress. c. Solving problem creatively. d. Dealing with uncertain and unpredictable work situations. e. Learning work task, technologies, and work situations. f. Demonstrating interpersonal adaptability. g. Demonstrating cultural adaptability
2.	Citizenship Behavior	Organizational	a. Voice (communication skill, commenting suggesting constructively b. Civic Virtue (courtesy to do jobs more than the defined standard). c. Bouterism (providing positive image to public).
		Interpersonal	a. Helping (helpful). b. Courtesy (informing relevant aspects). c. Sportsmanship (able to keep good conduct).

Sources: Jason A. Colquitt, Jeffery A. Lepine and Michael J. Wesson (2009: 51).

POLRES Bengkalis, it is calculated as 1.515<sup>ns</sup>, indicating that there is no direct influence of reward towards the performance. In POLRES Dumai, the statistical calculation results show that the reward has no direct effect on the performance illustrated by the path coefficient 0.236 and t 1.436<sup>ns</sup>.

The calculation of the path coefficients in POLRES Rokan Hilir gave no indication that there is a direct effect of reward on performance, indicated by the value of the path coefficient 0.112 and t 0.606<sup>ns</sup>. Reward does not directly influence the performance of the POLRES Kampar, illustrated by the path coefficient 0.194 and t 1.599<sup>ns</sup>. In the locations (POLDA Riau, POLRESTA Pekanbaru, POLRES Indragiri Hilir, POLRES Pelalawan, POLRES Siak, POLRES Bengkalis, POLRES Dumai, POLRES Rokan Hilir, POLRES Kampar), test results showed no significant, the reward does are not directly influence performance. This is consistent

with the theory of Colquitt, Lepine and Wesson stating that performance is directly affected by a variety of factors, namely : motivation; work satisfaction; ethics, trust and fairness; learning and decision-making; levels of stress.

The results of calculations on the POLRES Indragiri Hulu and Rokan Hulu illustrated in Table 1 and Table 2, it shows the suitability of the results of the fourth study hypothesis. The study states that: 1) there is a positive direct effect of reward on the performance. 2) There is a positive direct effect on the performance of job satisfaction; 3) there is a positive direct effect of reward on job satisfaction; 4) there is no direct influence on the performance reward through job satisfaction.

The summary of combined path coefficient calculation in POLDA Riau can be seen in Table 4. It shows that in combination, the four results of calculations accord-

**Table 4**  
**Results of Statistical Analysis**

Path		Path Coefficient	T-computed	t <sub>table</sub>		Test Results
				$\alpha = 0.05$	$\alpha = 0.01$	
X <sub>3</sub> X <sub>1</sub>	p <sub>31</sub>	0.562	6.012**	2.01	2.68	Very significant
X <sub>3</sub> X <sub>2</sub>	p <sub>32</sub>	0.386	4.129**	2.01	2.68	Very significant
X <sub>2</sub> X <sub>1</sub>	p <sub>21</sub>	0.404	3.124**	2.01	2.68	Very significant
(p <sub>21</sub> X p <sub>32</sub> )		0.156	2.500*	2.01	2.68	Significant

Source: Analysis of Respondents Answer Choices Based on the research.

**Table 5**  
**Summary of Results of Computed Coefficient in POLRES Indragiri Hulu**

Path		Path Coefficient	T-computed	t <sub>table</sub>		Test results
				$\alpha = 0.05$	$\alpha = 0.01$	
X <sub>3</sub> X <sub>1</sub>	p <sub>31</sub>	0.368	2.779**	2.01	2.68	Very significant
X <sub>3</sub> X <sub>2</sub>	p <sub>32</sub>	0.405	3.058**	2.01	2.68	Very significant
X <sub>2</sub> X <sub>1</sub>	p <sub>21</sub>	0.606	5.284**	2.01	2.68	Very significant
(p <sub>21</sub> X p <sub>32</sub> )		0.245	2.668*	2.01	2.68	Very significant

Source: Analysis of Respondents Answer Choices Based on the author.

ing to the fourth hypothesis of the study is as follows: 1) There is a positive direct effect of reward on the performance; 2) There is a positive direct effect of job satisfaction on performance and 3) There is a positive direct effect of reward on job satisfaction; 4) There is no direct effect of reward on the performance through job satisfaction.

Based on calculations of partial path coefficient to each object of the study, it appears that the reward do not directly influence performance. It affects the performance through job satisfaction. The findings are in line with the concept proposed by Armstrong 2007 (illustrated in Figure 7). It is also in line with the concept proposed by Kinicki and Kreitner, which states that there are three key factors in the reward, namely: (1) Types of reward, (2) the distribution criteria, (3) the desired results as shown in Figure 9.

Reward affects the performance when the reward is given kindly as expected and has the clarity of the reward recipient criteria. Thus, the reward is given a positive effect on job satisfaction and has a positive impact on performance. In other words, the

reward has direct effect on job satisfaction. This is in line with the theory put forward by Sonnentag (illustrated in Figure 6). This is due to the reward given as reinforcement (reinforcement) in the organization, thus strengthening the positive result in the repetition of actions that cause the reward given. This finding is also in line with the concept described by Frederic Herzberg, that the reward is a motivational factor that influence job satisfaction.

Reward is recognition of the work performance so that it is based on the accuracy of performance assessment indicators to be essential in order to create healthy competition and encourage cooperation. If the reward system has been applied to the principle of justice so as to give confidence to the personnel of organizations that received reward are the result of their achievements and encourage personnel to perform better or maintain its positive performance, the reward directly affect performance. This is consistent with the calculated path coefficients are combined/simultaneous reward shows that directly affect performance. The direct effect of

**Table 6**  
**Computation of Path Coefficient in POLRES Kuantan Singingi**

Path		Path Coefficient	T-computed	t <sub>table</sub>		Test results
				$\alpha = 0.05$	$\alpha = 0.01$	
$X_3X_1$	$p_{31}$	0.321	2.278*	2.01	2.68	Very significant
$X_3X_2$	$p_{32}$	0.298	2.114*	2.01	2.68	Very significant
$X_2X_1$	$p_{21}$	0.519	4.298**	2.01	2.68	Very significant
$(p_{21} \times p_{32})$		0.155	1.913 <sup>ns</sup>	2.01	2.68	Not significant

ns : Not significant.

Source: Analysis of Respondents Answer Choices Based on the research.

**Table 7**  
**Summary results of Combined Path Coefficient Calculation in POLDA Riau**

Path		Path Coefficient	T-computed	t <sub>table</sub>		Test results
				$\alpha = 0.05$	$\alpha = 0.01$	
$X_3X_1$	$p_{31}$	0.407	12.506**	1.96	2.58	Very significant
$X_3X_2$	$p_{32}$	0.396	12.181**	1.96	2.58	Very significant
$X_2X_1$	$p_{21}$	0.139	3.474**	1.96	2.58	Very significant
$(p_{21} \times p_{32})$		0.055	3.341**	1.96	2.58	Very significant

Source: Analysis of Respondents Answer Choices Based on the research.

reward on performance is still in line with the conception of Daft 2005 (illustrated in Figure 4). Therefore, reward in various forms, such as: promotion, salary increases and other forms of reward to be given to individuals based on their effectiveness in working as a member of the working team.

Implementation -oriented reward system should retain personnel to keep working and motivated personnel achieve excellence. This is in line with the Harvard Business Essentials, an internal reward generally motivates better than external reward. Luthans also stated that determining the reward in accordance with the needs of employees at the end of the reward will be attributed to the increase in employee and organizational performance.

The calculation of path coefficients suggests that the partially and simultaneously, there is a positive direct effect of job satisfaction on performance. The phenomenon is consistent with the theory proposed by Colquitt, Lepine and Wesson (illustrated in Figure 5). Job satisfaction is the result of the

perception of personnel, is a process of cognitive or psychological processes, namely the process of organizing one's mind, interpret, experience and cultivate a sign or anything that happens in their environment. Perception affects individual behavior, including behavior in the form of positive performance. Therefore, the findings show the logical thing for an individual's behavior is determined by many variables, both individual variables, psychological and organizational variables. Perception is part of the psychological variables and job satisfaction is closely related to perception, so that job satisfaction directly affects performance.

## CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Simultaneously, there is a direct positive effect of reward on the performance but partially, on 9 objects of the research, namely: 1) POLDA Riau; 2) POLRESTA Pekanbaru; 3) POLRES Indragiri Hilir; 4) POLRES Pelalawan; 5) POLRES Siak; 6) POLRES Bengkalis; 7) POLRES Dumai; 8) POLRES

Rokan Hilir; 9) POLRES Kampar, there is no direct effect of reward on the performance.

Simultaneously and partially, there is a positive direct effect of job satisfaction on performance. Similarly, simultaneously and partials, there is a positive direct effect of reward on job satisfaction. Simultaneously, there is an indirect effect of reward on performance. However, partially, there was no indirect effect of reward on performance at the POLRES Kuantan Singingi.

It can be implied that reward can increase the performance of police personnel when it is done appropriately based on reward system development and consistency. Besides, it can also lead to positive performance of the police personnel when there is health in the work environment that fosters the police or strengthen job satisfaction. In addition, healthy in working environment such as: relationship and harmonious leadership and members; adequate supervision that facilitates the task; appropriate organizational policies so as to give confidence to the institution of police personnel; warranty or protection performance of duties; process of proper and consistent administration, including the accuracy of the indicator performance appraisal and reward system as well as the consistency of its implementation.

The next is that reward can also form a positive performance when there is a rule or policy career guidance based on performance assessment applied in a consistent, transparent, and fair thereby realizing a healthy competition and encourage job satisfaction.

It can be said that there is an increase in job satisfaction for a positive impact on performance. This can happens when it is formulated properly and consistently by implementing various alternative methods of fitting tribute accordance with the required conditions. Based on this, the method should not be the reward in the same shape in every Unit or every situation. There must be equal and fair formulations in determining reward based on the level of difficulty of the work

in their respective sectors. This is due to the handling of police varied duties adapted to the characteristics of the region and the task facing the field. It requires a system of reward based performance assessment indicators appropriate and consistency in assessment so that reward has a positive impact on performance improvement.

The researcher suggests that there should be reward system based on individual performance assessment and it should also be done in detail, transparent, consistent and fair. It is important to provide a better health developed for a work environment that encourages job satisfaction so that there is an impact of reward on performance improvement (the embodiment of positive performance).

There should be a team leadership mentoring method that serves as a liaison for external constituents, problem solving in conflict to help process the conflict if there is a conflict: both internal and external police institution dealing with the public. Thus, it can encourage the personnel job satisfaction and positive impact on performance. Better performance assessment authority and the reward should be made by the pattern and control integrated so that there is a positive relevance between reward with performance.

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