

# **Motivation and Incentives on Management Effectiveness through Performance Evaluation System at the Soppeng District Police Station**

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## **Abstract**

This analysis aims to define and evaluate the impact of motivation and rewards on management productivity through the Soppeng District Police Station (Polres) performance appraisal framework. This study was performed using a causal design and a quantitative methodology at the Polres of Soppeng Regency. Both Soppeng District Police officers, as many as 351 personnel, were in the sample community. The sampling procedure was carried out using a purposeful sampling technique in this analysis, and the final sample collected was 150. Data collection methods are carried out by evaluation, interviews, questionnaires and notes, and data processing techniques using route analysis. The findings revealed that the efficacy of management is the secret to an organization's progress in completing multiple roles and duties in line with predetermined objectives. Additionally, benefits are often a consideration that plays a significant role in impacting the success of management. A decent and equitable level of rewards encourages workers to fulfill their tasks optimally. It would further improve the organization's professionalism in performing performance analyses that are done due to high commitment from the apparatus and equal and proportional rewards offered to them.

## **Keywords:**

Motivation, incentives, management effectiveness, performance evaluation systems, Indonesia

## 1. Introduction

Human resource management is one of the general rule fields that involves planning, coordinating, executing, and managing (Sawitri et al., 2019; Tamsah et al., 2021). Essentially, power is an attempt to control capital to accomplish corporate objectives. Established human capital should be built in such a way as to achieve productivity. The success of corporate management reflects the organization's capacity to accomplish the aims (results) that have been adequately set. Organizations are expected to follow strategies and how they can be completed successfully and productively. Many organizations run effectively but are not inherently competitive. Thus, it can be assumed that an organization with efficient management is an organization that is capable of mutually creating high standards of productivity and effectiveness.

Performance assessment is a practice carried out by managers to evaluate workers' performance by evaluating predefined work descriptions (Tamsah et al., 2020; A Umar et al., 2020). Performance assessments are typically carried out over time, that is, once a year, and the effectiveness or failure rate of workers in carrying out their essential duties can be seen in the performance review (Gani et al., 2019; Akmal Umar et al., 2019). Efforts to promote the development of success and productivity of management include the morale of staff so that the work carried out can be carried out by the company's aims (Handoko, 1992).

According to Stephen P. Robbins (2002), motivation is a form of desire to do something which influences the capacity to perform to fulfill human needs. The machinery's inspiration in work is vital since reason is closely related to success. If the motivation is right, then performance is also high. Another thing that needs to be addressed in preserving management productivity and success is the availability of benefits. Incentives are supposed to have a mutual relationship with workers, and employees will gain reward justice that will enhance their inspiration (Mangkuprawira, 2003).

The Soppeng District Police are now concentrating a great deal on the efficiency and efficacy of police administration. The output of the Polres in Soppeng Regency is still not as good as the planned target. This low achievement's various reasons include a lack of effort to independently evaluate growth problems, overturn activities and job roles in all branches. Less than that, optimum communication and collaboration between work units have not yet an optimal division of tasks in a responsible fashion, low morale. Members engaging in improving their efficiency through training, giving benefits to workers is considered unjust and equitable, and management is not successful in improving members' performance. This analysis aims to show how much motivation and reward affect management productivity through the performance assessment framework at the Soppeng District Police Station.

## 2. Literature review

Motivation is one of the things that affect human actions. The reason is also known as a driver, an urge, support, or a need that can make someone excited and driven to minimize and satisfy self-drive to behave and act in a way that contributes to the better (A'yun et al., 2017). Motivation offers the power of human self-involvement with the aims that he or she wishes to accomplish. It is reinforced by Richard M. Stears's opinion in Sedarmayanti (2009) that, with motivation, there is a strength and a tendency for an individual to participate in work-oriented activities. There are many explanations that a company wants to conduct a performance review. Employees' motivation to assess their performance is required to be able to enhance their performance again to improve and address challenges that have become obstacles to the execution of the desired version of the organization.

Thus, there must be a shared understanding between employees and the organization, as described by Mangkunegara (2000) that the performance review or assessment intends to improve the shared awareness of performance expectations between employees. The study findings that affirm this association include Jurjen J. A Kamphorst (2012), Ushus Mathew & Johnney Johnson (2015), Christian JC (2014) concluded that encouragement affects performance evaluation. Other research by Cynthia L. Tomovic et al. (2001) and Muhammad Shaukat Malik & Surayya Aslam (2013) concluded that employee engagement affects performance appraisal. Hypothesis 1 can then be rendered as follows:

Incentives are another type of discretionary wages, rather than salary and wages, which are fixed pay, which is considered a performance-based compensation method. Incentives include incentives to improve the quality of work. As Jensen and Meckling stated in Hariandja (2002), the incentives are used to motivate workers to improve the quality and quantity of their work. The provision of these benefits is of value to the company or workers. If the

benefits obtained are not linked to job success but are personal, they will believe like there is an imbalance that can lead to discontent and, in turn, will influence actions, such as absenteeism and diminished work performance (Bin Tahir & Rinantanti, 2016). Concerning performance assessment, workers with good benefits may, of course, motivate companies to assess their performance, with the expectation that the outcome of the performance evaluation will be a measure to enhance their performance, which, in turn, will increase the incentives offered. Successful work assessment provides constructive feedback and points that need to be changed by workers. In this way, workers can understand the positives that can be preserved and the flaws that need to be fixed. Any of the previous findings that affirm this relationship are Rajiv D. Banker et al. (1996); Rashid Ahmed Khamis et al. (2018); and Julia Hur et al. (2018), which indicate that bonuses affect performance assessment. Hypothesis 2 can then be rendered as follows:

In offering encouragement, both companies share the same purpose of inspiring and encouraging workers to work more vigorously, efficiently, and successfully to accomplish corporate objectives. Motivation moves people who were formerly unproductive and inactive to become individuals involved and responsible for their jobs, helped, of course, by participating organizations or leaders closest to them. Purwanto (2012) notes that encouragement aims to drive or encourage others so that their drive and ability to do something will emerge to produce results or accomplish those objectives. According to someone who's forced to do something, he's going to continue to dedicate his time and energy to achieving his goals. In addition to the right internal motivation, empowered people can become successful organizations when all components are used correctly without being wasted. According to Sedarmayanti (2006), management effectiveness is a metric that offers an analysis of how well the goals previously set by the organization can be accomplished. It is an essential task for the organization and the elements found therein. It is vital to see the organization's growth and improvements, ensuring that people with a high degree of enthusiasm can practice productivity. Previous research findings that support this partnership include Dritan Shoraj et al. (2015), Linh Nguyen (2017), Ameche Agbo Peter et al. (2016). And Quratul-Ain Manzoor (2018) has concluded that motivational impact on organizational effectiveness exists. Hypothesis 3 should then be rendered as follows:

The provision of benefits helps to provide accountability and support to workers. Incentives ensure that workers focus their energies on the accomplishment of corporate targets. The primary goal of offering services is to enhance the efficiency of individuals and organizations. Incentives are part of the cash incentives included with direct compensation, the benefits of which are dependent on results. These rewards are given to workers to increase productivity or excitement for work, which will increase their efficiency and eventually increase profitability for the company, as reported by Jensen and Meckling in Hariandja (2002), to motivate employees to enhance the quality and quantity of their work. Incentives will only offer rewards for workers and the organization. The incentives well earned by employees will encourage effective management in the organization, and effective leadership will build a positive working environment and enhance employee and corporate efficiency. The definition of this relationship is a consideration in deciding whether or not there is a need for substantial improvements in the organization's type and management (Susanto, 2005). In this case, productivity is accomplishing operational priorities by the effective utilization of proprietary tools in terms of input, method, and output. Any of the findings of previous studies confirming this relationship are Elumah Lucas et al. (2016), Dearina Matin et al. (2018), and Marwan M Al-Nsour (2011). They argued that there are an impact and relationship between rewards and organizational effectiveness. Hypothesis 4 can then be rendered as follows:

The purpose of the Performance Appraisal or Evaluation is to provide workers with a good opportunity for their career goals, based on their strengths and limitations, so that companies can evaluate employees' pay, advancement, and actions. Munandar (2008) described that the Performance Assessment/Evaluation process evaluates the personal qualities, job behavior, and performance of employees (Rinantanti et al., 2019; Kanto et al., 2020; Umanailo, 2020; Nuraini et al., 2019). A successful performance appraisal framework helps to enhance the management of work organizations, as demonstrated by the attitudes of all all who display the same discipline and enthusiasm for a shared purpose, namely the accomplishment of organizational objectives. The company performs performance evaluations on the premise that it wants an objective measurement framework against the organization to see how efficient the organization is with whatever step it takes and how its production is. In addition, the evaluation may provide an impartial justification for the provision of reward or compensation in connection with the accomplishment of each commitment to the duty of the company. Previous research reports that confirm this partnership include: Agnes Ama, et.al (2017); Amir Tahsildari, et.al (2015); Eric Boateng (2011); Adwoa Benewaa, et.al (2016) and Ekwochi

E.A (2018), which concluded that performance evaluation has an impact on management/organizational effectiveness. Hypothesis 5 can then be rendered as follows:

H5: The Performance Appraisal System has a positive and essential impact on management quality, the higher the Performance Evaluation System, the greater the Management Efficiency at Soppeng Regency Polres.

### 3. Method

This study was performed at the Soppeng Regency Polres, using a causal nature and quantitative methodology. All the Soppeng District Police workers were in the sample community, as many as 351 employees. In this analysis, the sampling procedure was carried out using an objective sampling technique, and the final sample was 150 workers. Data collection methods are carried out by assessment, interviews, questionnaires, and documentation, using route analysis techniques.

### 4. Result

For path analysis, in this study, structure one and structure two tests were carried out. Based on the path analysis results, the value for each trial of the influence between the independent variable and the dependent variable can be seen in tables 1 and 2.

**Table 1.** T test. Effect of X1 and X2 on Y1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-933	.997		-,937	.350
	Motivation (X1)	.615	.058	.541	10,647	.000
	Incentives (X2)	.347	.041	.433	8,517	.000

Dependent Variable: Performance Evaluation System (Y1)

Source: Processed data, 2020

Based on Table 1, it is found that the regression coefficient value (b1) = 0.541 with a significance level of 0.000 which means significant (Sig <0.05) or the value of  $t_{count} > t_{table}$  (10.647 > 1.976). Thus, it is said that the motivation variable (X1) has a positive and significant effect on the Performance Evaluation System (Y1).

In addition, the regression coefficient value (b2) = 0.433 with a significance level of 0.000 which means significant (Sig <0.05) or the value of  $t_{count} > t_{table}$  (8,517 > 1,976). Thus, it is said that the Incentive variable (X2) has a positive and significant effect on the Performance Evaluation System (Y1).

**Table 2.** T test Effect of X1, X2 and Y1 on Y2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.528	1,325		-.399	.691
	Motivation (X1)	.254	.102	.170	2,496	.014
	Incentives (X2)	.263	.066	.249	3,991	.000
	Performance Evaluation System (Y1)	.685	.109	.519	6,260	.000

Dependent Variable: Management Effectiveness (Y2)

Source: Processed data, 2020

The form of the regression equation can be written as follows:

$$Y2 = 0.170X1 + 0.249X2 + 0.519Y1 + e2$$

Based on Table 2, it is found that the regression coefficient value (b3) = 0.170 with a significance level of 0.014, which means significant (Sig <0.05) or the value of  $t_{count} > t_{table}$  (2.496 > 1.976). Thus, it is said that the motivation variable (X1) has a positive and significant effect on Management Effectiveness (Y2).

Based on Table 2, it is found that the regression coefficient value ( $b_4$ ) = 0.249 with a significance level of 0.000, which means significant (Sig <0.05) or the value of t count > t table (3.991 > 1.976). Thus, it is said that the Incentive variable ( $X_2$ ) has a positive and significant effect on Management Effectiveness ( $Y_2$ ).

Based on Table 2, it is found that the regression coefficient value ( $b_5$ ) = 0.519 with a significance level of 0.000, which means insignificant (Sig <0.05) or the value of t count > t table (6.260 > 1.976). Thus, it is said that the Performance Evaluation System variable ( $Y_1$ ) has a positive and significant effect on Management Effectiveness ( $Y_2$ ).

**Table 3.** Conclusion of hypothesis test results

Hypothesis	Score	Sig	Conclusion
Motivation has a positive and significant effect on the Performance Evaluation System at the Polres of Soppeng Regency	0.541	.000	Positive and Significant
Incentives have a positive and significant effect on the Performance Evaluation System at the Polres of Soppeng Regency	0.433	.000	Positive and Significant
Motivation has a positive and significant effect on Management Effectiveness at the Polres of Soppeng Regency	0.170	.014	Positive and Significant
Incentives have a positive and significant effect on Management Effectiveness at the Polres of Soppeng Regency	0.249	.000	Positive and Significant
The Performance Evaluation System has an effect on the Management Effectiveness at the Polres of Soppeng Regency	0.519	.000	Positive and Significant
Motivation has a positive and significant effect on Management Effectiveness through the Performance Evaluation System at the Soppeng District Police	0.280	.000	Positive and Significant
Incentives have a positive and significant effect on Management Effectiveness through the Performance Evaluation System at the Soppeng District Police	0.224	.000	Positive and Significant

Source: Processing data, 2020

## 5. Discussion

The Effect of Inspiration on the Soppeng Police Performance Assessment Method. Positive and significant with a sufficient value of 0.541. Strengthened by the study of Jurjen J. A Kamphorst (2012); Ushus Mathew & Johny Johnson (2015); Christian JC (2014); Cynthia L. Tomovic et al. (2001); and Muhammad Shaukat Malik & Surayya Aslam (2013). The presence of an objective to be accomplished makes the apparatus more inspired by its success at work.

Impact of rewards on the Soppeng Police Performance Appraisal Framework. Positive and significant with a sufficient value of 0.433. Reinforced studies by Rajiv D. Banker et al. (1996); Rashid Ahmed Khamis et al. (2018); and Julia Hur et al. (2018). Incentives are used by the government as an opportunity and are a bonus and an enabling reward. It also encourages officials' recognition with strong promise in their jobs to deserving an equal chance.

The Effects of Inspiration on Management Effectiveness in the Soppeng Police. Positive and significant with a practical value of 0.170. Strengthened by research reports from Dritan Shoraj et al. (2015), Linh Nguyen (2017), Ameche Agbo Peter et al. (2016), and Quratul-Ain Manzoor (2018). The police unit administration would be more effective on the part of officers with high morale and job motivation. The award was granted as a demonstration of officials' higher confidence to promote corporate governance, but not all officials thought the same way.

Impact of rewards to manage the efficiency of the Soppeng Police. Positive and significant with an impact value of 0.249. Strengthened by the study findings of Elumah Lucas et al. (2016), Dearina Matin et al. (2018), and Marwan M Al-Nsour (2011). The benefits given are equitable and proportionate.

Impact of the Soppeng Police Performance Assessment Programs on Management Effectiveness. Positive and significant with a practical value of 0.519. Strengthened by the research findings of Agnes Ama et al. (2017); Amir Tahsildari et al. (2015); Eric Boateng (2011); Adwoa Benewaa et al. (2016) and Ekwochi E.A. (2018). A successful performance appraisal framework has strengthened the management of work organizations, as shown by the

attitudes of all who exhibit the same discipline and zeal for a shared purpose, namely the accomplishment of corporate objectives.

The Effects of Inspiration on Management Efficacy Through the Soppeng Police Performance Assessment Method. Positive and significant with a practical value of 0.280. The presence of awards granted by the organization to the staff's work accomplishments has made them more receptive to the challenges entrusted to them, and an ambitious mindset is gradually stressed that every challenge given by the leadership will often have a solution to solve it. As a result, it will improve the unit's performance evaluation and enhance the performance of officials.

Impact of rewards for management success through the Soppeng Police Performance Assessment Framework. Positive and significant with an impact value of 0.224. The Soppeng Police agency or unit has a sensitivity for its officers, where the incentives are one of the reasons that reinforce synergies between officials to cause their success. The incentives make the officers not jealous of each other to not concentrate on carrying out their duties.

## 6. Conclusion

Based on this report's results, it can be inferred that management efficacy is the secret to an organization's progress in being able to carry out its different roles and duties in compliance with its predetermined objectives. Via management quality, the priorities to be accomplished with proper preparation and programming would be obvious, making it very urgent for the department, especially the Soppeng District Police. However, to achieve management efficiency so that the aims or priorities previously set can be accomplished appropriately, there must be encouragement from the apparatus. Besides, benefits are also a component that plays a crucial role in shaping management effectiveness. A decent and proportionate level of rewards encourages workers to conduct their tasks in the best possible manner. As a result of the apparatus's high morale and the equal and proportional benefits offered to them, the organization's integrity in carrying out the success evaluations that are obtained can be further strengthened.

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