

Compensation and Organizational Culture to Improve Members 'Performance through Competency Creation in Soppeng Police District Station (Polres)

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Abstract

This analysis aims to recognize and evaluate the effect of the Pay and Organizational Culture on the increase of Member Success by Competence Formation at the Soppeng Police. This study was undertaken by the Soppeng District Police, which lasted 2 (two) months from June to July 2020. The research used a causal design with a quantitative approach. All the Soppeng District Police workers were in the sample community, as many as 351 employees. In this analysis, the sampling procedure was conducted using a basic random sampling technique and the final sample was 100 workers. Data collection methods are carried out by assessment, interviews, questionnaires, and documentation, using route analysis techniques. The findings revealed that the organizational culture was the predictor that significantly enhanced police officers' efficiency in the Soppeng district. Pay is also a significant indicator that influences that influence officers' performance, and equal and proportionate compensation encourage officers' arousal. This analysis's findings lead to the achievement of the best implementation of the developed organizational culture in the police institution. The corporate culture that is being developed is also deemed to be by the organization's purpose and purpose.

Keywords: Compensation, organizational culture, performance, competency creation, Indonesia

1. Introduction

The Indonesian National Police is a state instrument that has a role in preserving peace and order in society, upholding the law, and offering defense, protection, and services. The Police Statute also governs the police's role as alluded to in Article 2 of Law No. 2 of 2002 concerning the Police of the Republic of Indonesia. The police's

function is one of the roles of the Government of the State in peace and order, law enforcement, safety, protection, and community services.

Success is vital to an organization, and it can be a measure of the contribution made to the organization (Mathis & Jackson, 2002). Ability may be a valuable predictor. How to know whether another's skill can be expressed in the person's knowledge by competence-creation? (someone who can create competencies in himself for the benefit of his organization). Competence also impacts the capacity of HR to deliver services (Sudarmanto, 2009).

Adequate workers' skill in executing their roles and responsibilities is not necessary to enable them to continue to function without proper pay {Formatting Citation}. Compensation is also an essential aspect of the accomplishment of successful results. Payment is compensation for the benefits or remuneration rendered by workers' company when they have devoted resources and thought to the organization's success to accomplish predetermined objectives. Creating a job-friendly and enjoyable environment involves professional individuals with expertise and incentives for more significant accomplishments than most (Nurung et al., 2020; Tamsah et al., 2020; A Umar et al., 2020). Still, it is equally necessary to see if an organization's strategies or habits that allow someone to work harder are produced in an organization. Productive and not dull. What is implied by this is the value of corporate culture. Organizational culture is an organizational belief structure that provides an environment conducive to the creation and continuous development of quality.

The Soppeng Resort Police is the leading implementation feature of the South Sulawesi Regional Police, and the Soppeng Police are directed by the Soppeng Police Job Strategy. At present, however, several incidents illustrate the success of the Soppeng Police Special Police Force. In the law enforcement vanguard, their success is in the glare of the nation. The association is also not happy with the membership's commitment to each completed mission. The output is perceived not to be satisfactory in terms of representing both the company and the environment.

This analysis aims to expose the effect of the pay and organizational culture on increasing the success of members through the development of competencies at the Soppeng Police Station.

2. Literature review

2.1 Compensation and the formation of competence

Compensation is a common occurrence seen in life as well as in the world of work. Payment is usually linked to the rewards that a person gets for the job he performs. Compensation is a means of recognition for employees who are required to contribute to corporate targets' achievement. Backed by Nawawi's opinion (2011), payment is an award/reward for staff who have contributed to the achievement of their objectives by work-related operations and a form of remuneration for them (Hasibuan, 2017). The talents of workers are varied and can be maximized if they believe they are well represented in their operations. By offering good pay, it would enable workers to optimize their abilities effectively and efficiently, in line with the opinion of Hutapea and Thoha (2008) that the skills of employees are a form of talent and a willingness to carry out a mission effectively and efficiently to achieve the objectives of the company. Competence formation is a method of skill-building seen in how workers' behavior in the workplace is modified (Bin Tahir & Rinantanti, 2016). As reported by Palan (2007), competence requires various characteristics that can enable a person to demonstrate actions in the workplace. Compensation has an important and robust influence on competence-creation, backed by research: Kaushiki Tripathi & Manisha Agrawal (2014); Dimistris Manolopoulos (2016); Patrick Cohendet et al. (1999). Hypothesis 1 can then be rendered as follows:

H1: Pay has a positive and essential impact on Competency Creation. The greater the Compensation would further improve Competency Production at Soppeng District Police.

2.2. Production of corporate culture and competence

Organizational culture plays an integral part in establishing fluidity in all facets of the organization. In developing an organizational culture, consideration must ensure that the corporate culture is compatible with the organization's purpose and goal. It is helpful so that the vision and mission of the company can run smoothly. The culture developed within the organization would also make it easy for workers to improve their talents and act and solve problems well. As Schein (1992) claimed, organizational culture is an archetype adopted by organizations to solve problems, forming employees who are willing to respond to the environment. To put together the representatives of the company. Employee competence is a benchmark for the thriving organizational culture that is developed (Rinantanti et al., 2019). The corporate culture is an environment that provides an atmosphere that creates comfort

and consistency of thought, which in turn allows workers to work more creatively and innovatively. Knowledge, attitudes, and expertise are the competencies given, as described by Prayitno and Suprpto (2002), that competence is the capacity that an individual has, such as knowledge, attitudes, skills, and actions intended performance of a job or role. A strong corporate culture would also build good thought and working skills. Organizational culture has a positive and essential influence on competence-creation, which is confirmed by research: Irwan (2018); Julduz R. Paus (2018); Jorg Freiling (2016); Afiah Mukhtar (2018). Hypothesis 2 can then be rendered as follows:

H2: Organizational culture has a positive and significant influence on the ProductionProduction of competence. The greater the ProductionProduction of organizational culture, the better the creation of competence in the Soppeng Regency Poles.

2.3 Compensation and Success

Compensation is significant and central to the organization. Payment is something that is known to be equal. The amount was a package of offers for the employees offered to the company where it functions. Wibowo (2016) claims that compensation is the number of packets that the organization gives workers to use their labor. Providing fair pay would promote an improvement in morals and efficiency. The performance offered is an incentive for workers to earn comparable salaries/compensation, which is reinforced by Hasibuan (2011)'s belief that version is the product of work that a person has accomplished in carrying out his or her duties and is accompanied by commitment, expertise, and opportunities. Compensation is a means for organizations or businesses to recruit and attract eligible workers. This is because a robust pay scheme would still draw the best employers. Payment has a powerful and vital impact on results, backed by research: (Amir et al., 2018); (Tahir et al., 2019); (Sasongko & Yuniawan, 2016); (Jumriatunnisah et al., 2016). Hypothesis 3 should then be rendered as follows:

H3: Compensation has a positive and substantial impact on results. The greater the salary, the higher the performance of the Soppeng District Police.

2.4 Cultural Organization and Efficiency

There is such a phenomenon as a culture or a habit or a collection of rules in an organization. It becomes a habit to discriminate between one organization and another. Organizational culture itself is a trait that occurs in an organization in such a way as to differentiate it from other organizations. According to Sarpin (1995), organizational culture is a system of principles, beliefs, and customs in an organization that communicates with the system's institutional framework to create corporate behavior norms. Corporate culture is a relational connection that seeks to integrate the organization by having the best expectations for workers (Edison, 2016; Kanto et al., 2020; Umanailo, 2020; Nuraini et al., 2019). The performance here is deemed positive and effective if the results are compatible with the organization's wishes/expectations. The community establishes principles in an enterprise where these standards become criteria and references for quality, competent and ethical practice. Acting in a professional and quality way is a form of achievement. It is reinforced by Mangkunegara (2011) opinion that success is the product of the quality and quantity of work that a person has done in carrying out his duties by the responsibilities entrusted to him. Organizational culture has a positive and significant influence on results, backed by research: (Kule et al., 2018); (Shah et al., 2017); (Arifin et al., 2019); (Alam et al., 2019). Hypothesis 4 can then be rendered as follows:

H4: Organizational culture has a positive and essential influence on efficiency, while organizational culture can enhance the Soppeng District Police's performance.

2.5 Production of expertise and success

The power of the organization's human capital is the most valuable commodity. In reality, however, it is not easy for organizations to make HR a useful tool. Organizations need to introduce a competency-based HR management framework by capacity-building to reduce tensions between organizations and employees. In modern management theory, employees are individuals that have desires (A'yun et al., 2017). These aspirations need to be heard and to be built to achieve success and efficiency in the organization. Someone with a high level of competence can enhance their performance. Competence can be seen as a tool or media used to take constructive action. It is reinforced by Hersey and Blanchard's (2011) opinion that performance is the outcome that someone has gained by the use of such resources or media. The drawback of this understanding underlines that an employee cannot excel in achieving his or her success without the aid of tools/media, such as developing competencies that influence him or her, both internally and externally. Competence-creation has a positive and significant influence on results, backed by research: Vichita Vathanophas (2007); Feng Zhang et al. (2013); Axele Giroud et al. (2011); Donatus Adi Kurniawan (2018). Hypothesis 5 can then be rendered as follows:

H5: Competence Creation has a positive and vital impact on results. The better the Competence-Creation, the better the performance of the Soppeng District Police

3. Method

This study was undertaken by the Soppeng District Police, which lasted 2 (two) months from June to July 2020. The research used a causal design with a quantitative approach. All the Soppeng District Police workers were in the sample community, as many as 351 employees. In this analysis, the sampling procedure was conducted using a basic random sampling technique and the final sample was 100 workers. Data collection methods are carried out by assessment, interviews, questionnaires, and documentation, using route analysis techniques.

4. Result

4.1 Results of Data Analysis

For the analysis of pathways, the research is conducted test structure one and structure 2. Based on the study results, the value for each analysis influence between variables independent and variable dependent can be seen in Tables 1 and 2.

4.1.1 Effect of Compensation (X1) and Organizational Culture (X2) on Competency Creation (Y1)

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,156	1,523		2,071	.041
Compensation (X1)	.300	.053	.433	5,617	.000
Organizational Culture (X2)	.527	.087	.467	6,056	.000

Dependent Variable: Competency Creation (Y1)

Source: Processed data, 2020

4.1.1.1 Effect of Compensation (X1) on Competency Creation (Y1)

The regression coefficient value (b1) = 0.433 with a significance level of 0.000, which means it has a positive and significant effect (Sig <0.05) or the value of t count > t table (5.617 > 1.984). Thus, the variable compensation (X1) influence positively and significantly to the creation of Competence (Y1).

4.1.1.2 The Influence of Organizational Culture (X2) on Competency Creation (Y1)

The regression coefficient value (b2) = 0.467 with a significance level of 0.000 which means significant (Sig <0.05) or the value of t count > t table (6.056 > 1.984). Thus, the variable Cultural Organization (X2) influence positively and significantly to the creation of Competence (Y1).

4.1.2 Effect of Compensation (X1), Organizational Culture (X2) and Competency Creation (Y1) on Performance (Y2)

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)	1,184	1,491		.794	.429
Compensation (X1)	.196	.059	.243	3,334	.001
Organizational Culture (X2)	.451	.098	.342	4,607	.000
Competency Creation (Y1)	.459	.097	.393	4,721	.000

Dependent Variable: Performance (Y2)

Source: Processed data, 2020

4.1.2.1 Effect of Compensation (X1) on Performance (Y2)

The regression coefficient value (b3) = 0.243 with a significance level of 0.001 which means significant (Sig <0.05) or the value of t count > t table (3.334 > 1.984). Thus, the variable compensation (X1) positively and significantly influences the performance (Y2).

4.1.2.2 The Effect of Organizational Culture (X2) on Performance (Y2)

The regression coefficient value (b4) = 0.342 with a significance level of 0.000 which means significant (Sig <0.05) or the value of t count > t table (4.607 > 1.984). Thus, the variable Management Career (X2) influence positively and significantly the performance (Y2).

4.1.2.3 The Effect of Competency Creation (Y1) on Performance (Y2)

The regression coefficient value (b5) = 0.393 with a significance level of 0.000 which means significant (Sig <0.05) or the value of t count > t table (4.721 > 1.984). Thus, the variable Creation of Competence (Y1) positively and significantly influences the performance (Y2).

4.2 Hypothesis Test Results

Table 3. Conclusion of hypothesis test results

No.	Hypothesis	Score	Sig	Conclusion
1	Compensation has a positive and significant effect on Competency Creation at the Soppeng District Police.	0.433	0.000	Positive and significant
2	Organizational Culture has a positive and significant effect on Competency Creation at the Polres of Soppeng Regency	0.467	0.000	Positive and significant
3	Compensation has a positive and significant effect on the performance of the Soppeng District Police	0.243	0.001	Positive and significant
4	Organizational Culture has a positive and significant effect on the performance of the Soppeng District Police	0.342	0.001	Positive and significant
5	Competency Creation has a positive and significant effect on the performance of the Polres in Soppeng Regency	0.393	0.000	Positive and significant
6	Compensation has a positive and significant effect on performance through Competency Creation at the Soppeng District Police	0.170	0.000	Positive and significant
7	Organizational Culture has a positive and significant effect on performance through Competency Creation at the Soppeng District Police	0.183	0.000	Positive and significant

Source: Processing Data, 2020

5. Discussion

Impact of Compensation on Apparatus Competency Formation of Soppeng Regency Polres. Positive and meaningful with a regression coefficient of 0.433. In line with the research findings of Kaushiki Tripathi & Manisha Agrawal (2014); Dimistris Manolopoulos (2016); Patrick Cohendet et al. (1999). The Soppeng Police apparatus believed that they were well served by offering rewards proportionate to their work and compensating for the officers' passion for developing their skills.

The Effect of Organizational Culture on Equipment Competency Formation by the Soppeng District Police. Positive and meaningful with a regression coefficient of 0.467. Strengthened by research reports by Irwan (2018); Julduz R. Paus (2018); Jorg Freiling (2016); Afiah Mukhtar (2018). Organizational culture has a significant influence on raising the integrity of the Soppeng Police, and officials agree that principles need to be upheld in the corporate culture that enables their high level of knowledge to continue developing their skills, generating positive attitudes of officials.

Impact of Apparatus Efficiency Rewards at the Soppeng District Police. Positive and meaningful with a regression coefficient of 0.243. Reinforced study results (Amir et al., 2018); (Tahir et al., 2019); (Sasongko & Yuniawan, 2016); (Jumriatunnisah et al., 2016). Strong confidence on the part of the company's officials because it provides them with a decent payroll system. Providing inappropriate rewards not only reflects the high degree of certainty of authorities but would also affect enhancing their results.

The Effect of Corporate Culture on Apparatus Efficiency in the Soppeng District Police. Positive and meaningful with a regression factor of 0.342. Strengthened studies (Kule et al., 2018); (Shah et al., 2017); (Arifin et al., 2019); (Alam et al., 2019). Organizational culture is a trait that officials maintain firmly that ideals are well known and recognized by all members, and form the foundation of the organization's actions. The high success of officials has been motivated by the similarity of principles shared by officials in the organization, such as knowledge of corporate priorities, team orientation, etc.

The Effect of Competency Formation on Apparatus Efficiency at Soppeng Regency Polres. Positive and meaningful with a regression factor of 0.393. Strengthened by study findings performed by Vichita Vathanophas (2007); Feng Zhang et al. (2013); Axele Giroud et al. (2011); Donatus Adi Kurniawan (2018). Polres Soppeng in the development of expertise is meant to conferring acceptable competencies in the field of operation, which is achieved well by increasing the efficiency of the machinery in its work.

Impact of Reward on Results by Equipment Competency Development by the Soppeng District Police. Positive and meaningful with a regression factor of 0.170. Compensation obtained by the apparatus would cause them to appear more professional and master the areas of work needed by the company in such a manner that it is not only helpful to themselves but also leads to an increase in their better performance. The indirect result is that, while the pay is sufficient to enhance the apparatus's efficiency, it also must be measured. At times, the placing of officers on such duties remains arbitrary.

The Effect of Organizational Culture on Efficiency By Equipment Competency Formation by the Soppeng District Police. The value of the regression coefficient is 0.183. Organizational culture is a belief system embraced by the organization members, with these ideals not only preserving work continuity but also having an effect on enhancing the quality of work. The indirect result of the development of competencies is that the corporate culture can keep organizational principles that enable the organization to put its officers in such roles in line with their capacity to handle the job. The most critical point is that there is also a need to assess officers of differing degrees of capability in their units.

6. Conclusion

Based on this study, it can be concluded that organizational culture, as the element that has the most significant effect on improving the Polres apparatus's efficiency in the Soppeng district. It reveals that the critical foundation for improving officers' performance is the behaviors, ideals, opinions, ideas attitudes displayed by officials so that they are gradually persuaded of them themselves. Besides, significant indicators that influence officers' performance and equal and proportionate compensation encourage officers' arousal. The provision of payment and strong corporate culture will enable the apparatus to improve its competence. Indirectly, compensation and organizational culture can enhance the device's efficiency, where the development of competencies is a potent mediator between performance compensation and the corporate culture of performance. This analysis's findings lead to the achievement of the best implementation of the developed organizational culture in the police institution. Also, the corporate culture that is being developed is deemed to be by the organization's purpose and purpose.

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