

The Influence of Competency, Commitment Escalation, Individual Behavior on Personnel Performance Through Personnel Performance Motivation

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Introduction/Main Objectives: This research aims to determine the effect of competence on work motivation, the effect of escalation of commitment on work motivation, the effect of individual behavior on work motivation, the effect of competence on performance with work motivation as an intervening variable, the effect of escalation of commitment on performance with work motivation as an intervening variable, the effect of behavior individual performance with work motivation as an intervening variable. **Research Background:** The traffic directorate of the Riau Islands Regional Police has a vision of the Traffic Police being able to be protectors, guardians of public servants who are always close and together with the community as well as professional and proportional law enforcement officers who always uphold the supremacy of law and human rights, maintain security and orderliness and smoothness of traffic in the Riau Islands Province region **Methods:** Quantitative research methods are numerical and financial ratios. **Results:** The results of this research show that competence has a positive influence on performance, the influence of escalation of commitment on work motivation has a positive influence, the influence of individual behavior on work motivation has a positive influence, the influence of competence on performance with work motivation as an intervening variable has a positive influence, the influence of escalation of commitment on performance with motivation work as an intervening variable has a positive effect, and the influence of individual behavior on performance with work motivation as an intervening variable has a positive effect. **Conclusion:** The competency variable on personnel performance has a positive but not significant effect. The competency variable on work motivation has a positive but not significant effect. The competency variable on personnel performance through work motivation as an intervening variable has a positive but not significant effect.

Keywords: Compensation; Escalation; Individual Behavior; Personal Performance; Work Motivation

JEL Classification: M40; M41

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INTRODUCTION

Indonesia has the fourth largest population in the world with a variety of ethnicities, languages and cultures. As a country with such a large population, people's lives seem complicated with various social problems, such as population density, traffic jams, and even the government sector related to public services (Tola, 2021). Government officials as public servants not only serve the community but create security, because they provide public services. The government provides public services as a form of effort to meet people's needs

in national and state life with duties and functions (Rahmawati, 2021). Public services provided by government institutions are in accordance with Public Service Law no. 25 of 2009. The public service law is expected to become more organized and focused. The police is a state institution that has a related role in providing protection and maintaining security within society and the state. UU no. 2 of 2002 concerning the National Police of the Republic of Indonesia, hereinafter referred to as Law no. 2/2002, Article 5 paragraph 1, namely "The State Police of the Republic of Indonesia is an instrument of the State which plays a role in maintaining public security and order, enforcing the law, and providing protection, protection and service to the community in the context of maintaining domestic security." Internationally the National Police is known as a law enforcement apparatus, and is not included in the ranks of the armed forces. In Indonesia, the position of the National Police has been an exception, and ironically is seen as a "characteristic" and "strength" in the security defense system in the country (Shidarta, 1995). The National Police of the Republic of Indonesia is a government organization whose function is to maintain security, order, enforce the law and protect the community. The National Police of the Republic of Indonesia is one of the government functions in the security sector which is responsible for individual security and public security within the framework of domestic security, as formulated in the Main Duties of the National Police in accordance with Law of the Republic of Indonesia number 02 of 2002, namely maintaining security and public order, enforcing law, and providing protection, protection and services to the community (Cop et al., 2020).

The traffic directorate of the Riau Islands Regional Police has a vision of the Traffic Police being able to be protectors, guardians of public servants who are always close and together with the community as well as professional and proportional law enforcement officers who always uphold the supremacy of law and human rights, maintain security and orderliness and smoothness of traffic in the Riau Islands Province region. Meanwhile, the mission of the Riau Islands Police Traffic Directorate is to provide protection, guidance and service to road users in the Riau Islands Province. So that road users are safe while traveling and arrive safely at their destination, provide guidance to the traffic community through preventive efforts that can increase awareness and obedience and compliance with the provisions of traffic regulations in the Riau Islands Province, enforce traffic regulations professionally and proportionally by upholding supremacy law and human rights in the Riau Islands Province, Maintaining security, orderliness and smooth traffic by paying attention to the legal norms and values that apply in the Riau Islands Province, increasing internal consolidation efforts as an effort to equalize the mission of the Traffic police. The number of traffic violations in the Riau Islands Province experienced a significant increase in 2021, namely 79.18%. This increase was caused by several factors, including large-scale social restrictions (PSBB) during the COVID-19 pandemic, which resulted in a reduction in the number of violators who could be resolved with action. In 2022, the number of traffic violations will again decrease by -10.36%.

This decline is thought to be caused by the easing of social restriction policies and increased community activity. In general, the number of traffic violations in the Riau Islands Province experienced a significant increase in 2021, then decreased again in 2022. This shows that the COVID-19 pandemic has had a significant impact on the number of traffic



violations in the Riau Islands Province. Data on the number of violations that occur on roads in the Riau Islands Province from year to year always experience an increase and decrease in violations. Based on data held by the Riau Islands Police Traffic Directorate in 2020, it was recorded that there had been 42,458 cases of violations for all types of violations. Then in the following year, namely in 2021, there was a very significant increase in violations, namely 76,076 cases of violations. The increase in violations reached 79.18%, this is a very high increase from year to year. Then at the end of 2022 it was recorded that 68,195 cases of violations were recorded for all types of traffic violations. This shows that driver behavior on the road does not reflect a culture of orderly driving (Zikri et al., 2022).

RESEARCH METHOD

This research was carried out on personnel from the Riau Islands Police Traffic Directorate using proportional random sampling with a sample size of 100 respondents. The data used in this research is primary data directly from the personnel of the Riau Islands Police Traffic Directorate in the form of questionnaires and secondary in the form of industrial documents, reports, books, articles and data related to the researcher's problems. Quantitative data analysis methods in the form of numeric data and financial ratio information.

RESULTS AND DISCUSSION

The Influence of Competency on Work Motivation

This research shows that competence has a positive but not significant effect on work motivation by obtaining a significant value of $0.156 > 0.05$ as proven by the t statistical test where $t \text{ count } (1.420) < t \text{ table } (1.96)$ thus it can be concluded that the first hypothesis H_{a1} in this study was rejected and H_{01} was accepted. The results of this research are not in line with previous research conducted by Hidayat, Solihin, Amar & Nurhadi (2020) which showed that the competency variable had a positive but not significant influence on work motivation. This means that if there is poor implementation in identifying and applying all relevant traffic regulations correctly and consistently then the impact on work motivation will not be high.

The Effect of Commitment Escalation on Work Motivation

This research shows that escalation of commitment has a positive and significant effect on work motivation by obtaining a significance value of $0.000 < 0.05$ and can be proven by the t statistical test where $t \text{ count } (8.506) > t \text{ table } (1.96)$ thus it can be concluded that the hypothesis Firstly, H_{a1} in this research is accepted and H_{01} is rejected. The results of this research are in line with previous research conducted by Lengkong, Victor P K, Benjamin Richard Manery (2018) which shows that the commitment escalation variable has a positive and significant influence on work motivation. This means that the better the implementation of having a high sense of responsibility for traffic security and order, the greater the influence on work motivation.

The Influence of Individual Behavior on Work Motivation

This research shows that individual behavior has a positive but not significant effect on work motivation by obtaining a significance value of $0.394 > 0.05$ and can be proven by the t statistical test where $t \text{ count } (0.853) < t \text{ table } (1.96)$ thus it can be concluded that The first hypothesis H_{a1} in this study is rejected and H_{01} is accepted. The results of this research are not in line with previous research conducted by Yeni Sopian (2017) which showed that

individual behavioral variables had a positive but not significant influence on work motivation. This means that if the implementation is not good in terms of Traffic Police leaders paying attention to the needs and aspirations of personnel, and trying to create a good work environment, then the impact on work motivation will not be high.

The Influence of Competency on Personnel Performance with Work Motivation as an Intervening Variable

This research shows that competence has a positive but not significant effect on personnel performance with work motivation as an intervening variable by obtaining a significance value of $0.273 > 0.05$ and can be proven by the t statistical test where t count $(1.096) < t \text{ table } (1.96)$ Thus it can be concluded that the first hypothesis Ha1 in this study is rejected and H01 is accepted. The results of this research are not in line with previous research conducted by Hidayat, Solihin, Amar & Nurhadi (2020) which showed that the competency variable had a positive but not significant influence on personnel performance with work motivation as an intervening variable. This means that if implementation is not good in identifying and applying all relevant traffic regulations correctly and consistently then the impact on personnel performance will not be high with work motivation as an intervening variable.

The Effect of Escalation of Commitment on Personnel Performance with Work Motivation as an Intervening Variable.

This research shows that escalation of commitment has a positive and significant effect on personnel performance with work motivation as an intervening variable by obtaining a significance value of $0.000 < 0.05$ and can be proven by the t statistical test where t count $(5.398) > t \text{ table } (1.96)$ Thus it can be concluded that the first hypothesis Ha1 in this study is accepted and H01 is rejected. The results of this research are in line with previous research conducted by Lengkong, Victor P K, Benyamin Richard Manery (2018) which shows that the commitment escalation variable has a positive and significant influence on personnel performance with work motivation as an intervening variable. This means that the better the implementation of having a high sense of responsibility for traffic security and order, the greater the influence on personnel performance with work motivation as an intervening variable.

The Influence of Individual Behavior on Personnel Performance with Work Motivation as an Intervening Variable.

This research shows that individual behavior has a positive but not significant effect on personnel performance with work motivation as an intervening variable by obtaining a significance value of $0.415 > 0.05$ and can be proven by the t statistical test where t count $(0.815) < t \text{ table } (1.96)$ thus it can be concluded that the first hypothesis Ha1 in this study is rejected and H01 is accepted. The results of this research are not in line with previous research conducted by Yeni Sopian (2017) which showed that individual behavior variables had a positive but not significant influence on personnel performance with work motivation as an intervening variable. This means that if implementation is not good in terms of Traffic Police leaders paying attention to the needs and aspirations of personnel, and trying to create a good work environment, then the impact on personnel performance will not be high with work motivation as an intervening variable.



CONCLUSION

The competency variable on personnel performance has a positive but not significant effect. The competency variable on work motivation has a positive but not significant effect. The competency variable on personnel performance through work motivation as an intervening variable has a positive but not significant effect. This means that if implementation is not good in identifying and applying all relevant traffic regulations correctly and consistently then the influence on work motivation, personnel performance and personnel performance with work motivation as an intervening variable will not be high. The commitment escalation variable on personnel performance has a positive and significant effect. The commitment escalation variable on work motivation has a positive and significant effect. The variable escalation of commitment to personnel performance through work motivation as an intervening variable has a positive and significant effect. This means that the better the implementation of having a high sense of responsibility for traffic security and order, the greater the influence on work motivation, personnel performance and personnel performance with work motivation as an intervening variable.

Individual behavioral variables on personnel performance have a positive but not significant effect. Individual behavioral variables on work motivation have a positive but not significant effect. Individual behavioral variables on personnel performance through work motivation as an intervening variable have a positive but not significant effect. This means that if the implementation is not good in terms of traffic police leaders paying attention to the needs and aspirations of personnel, and trying to create a good work environment, then the influence on work motivation, personnel performance and personnel performance with work motivation as an intervening variable will not be high. The workload variable on personnel performance has a positive and significant effect. The workload variable on work motivation has a positive but not significant effect. The workload variable on personnel performance through work motivation as an intervening variable has a positive but not significant effect. This means that if the implementation is not good in having the ability to control emotions and maintain calm in stressful situations then the influence on work motivation and personnel performance will not be high either through work motivation as an intervening variable.

Individual behavioral variables on personnel performance have a positive and significant effect. Individual behavioral variables on work motivation have a positive but not significant effect. Individual behavioral variables on personnel performance through work motivation as an intervening variable have a positive but not significant effect. This means that if the implementation is not good in showing a professional and friendly attitude in interacting with the public, creating a positive image about the traffic police, then the influence on work motivation and personnel performance will be high through work motivation as an intervening variable. The work motivation variable on personnel performance has a positive and significant effect. This means that the better the implementation in terms of traffic police personnel considering it important and of high value in maintaining traffic order and safety, the greater the impact on personnel performance.

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Questionnaire testing, to review the indicators used. Input and suggestions should be considered in order to strengthen the indicators and pay attention to the grammar used so that the questionnaire is easily understood by respondents with an educational background. Understanding the question items to reduce the occurrence of indicator deletion. The addition of indicators and variables is needed so that the assessment of the system can be explored in more detail. Collecting respondent data should pay attention to comparing respondent data with sample gender and demographic data. The research model can be developed by adding paths between variables and adding variables and paths between variables that can influence the value of measuring system success.

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