

Analysis of the Effect of Regular Promotion Pathways and Award Systems on the Performance of Police Members at the Central Kalimantan Regional Police

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Abstract. *This study aims to analyze the influence of reward and punishment on the This study aims to analyze the effect of regular promotion pathways and reward systems on the performance of police officers at the Central Kalimantan Regional Police. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to 150 police officers who met the research criteria. Data analysis was conducted using Structural Equation Modeling–Partial Least Square (SEM-PLS). The results indicate that regular promotion pathways have a positive and significant effect on police officers' performance. The reward system also has a positive and significant effect on performance. Furthermore, the findings reveal that the reward system strengthens the effect of regular promotion pathways on police officers' performance. The high R-Square value indicates that the research model has strong explanatory power, while the Q-Square value demonstrates excellent predictive relevance. This study concludes that improving police officers' performance can be achieved through transparent and fair promotion pathways supported by an effective reward system. The findings are expected to serve as a reference for the Indonesian National Police, particularly in formulating human resource management policies oriented toward performance improvement.*

Keywords: Promotion; Regular; System.

1. Introduction

The performance of Polri (Indonesian National Police) members plays a crucial role in maintaining public order and security. Good performance can be achieved if factors support the motivation and dedication of members in carrying out their duties. Within the Polri structure, various elements can influence performance, including the promotion and reward systems given to members. In this regard, a clear and fair promotion path and objective rewards are believed to boost the morale and professionalism of police officers. Appropriate promotions and rewards are expected to provide not only financial incentives but also psychological ones, encouraging members to perform optimally (Sagala, 2023; Putra &

Tjahjono, 2022).

Promotion in the Indonesian National Police (Polri) is part of a career system that rewards members for their dedication and performance. A transparent and fair promotion path significantly impacts the motivation and performance of Polri members (Yuliana, 2021). In the Polri ranking system, every member has the opportunity to advance based on performance assessments, achievements, and length of service. Research by Sibarani (2022) shows that Polri members who receive promotions based on good performance tend to show improved performance.

in their police duties. However, unfair or unclear promotion paths can lower officer morale and even lead to dissatisfaction, negatively impacting performance (Prasetyo & Sulistyowati, 2023). Therefore, it is crucial for the Indonesian National Police (Polri) to ensure that promotion paths are objective and transparent.

The National Police's reward system is a mechanism for recognizing members for outstanding achievements or accomplishments. These rewards are not only material but can also take the form of social recognition and increased status within the institution. Kurniawan (2023) found in his research that awards given appropriately and objectively can increase members' loyalty and commitment to the organization, as well as improve their performance on duty. Awards serve to provide extra motivation to members who demonstrate greater dedication, while simultaneously fostering a culture of achievement within the National Police. Another study by Riza and Wijayanto (2022) also showed that rewards given in accordance with member performance can increase job satisfaction and reduce turnover rates among National Police members. However, rewards that are not commensurate with performance can lower morale and lead to dissatisfaction, which impacts work productivity.

As a region with unique geographic and social challenges, the Central Kalimantan Regional Police (Polda Kalimantan Tengah) has its own dynamics in managing the performance of its personnel. In this context, the influence of promotion paths and reward systems is highly relevant to study. Research by Harismawati (2024) conducted in several regional police forces in Indonesia, including the Central Kalimantan Regional Police, showed a strong correlation between performance assessments and promotions at the regional police level. The Central Kalimantan Regional Police have distinct characteristics from those in other regions, both in terms of organizational structure, demographics, and task challenges, making it an interesting context for further research. The performance of Indonesian National Police members in the Central Kalimantan Regional Police is strongly influenced by the system implemented in terms of promotions and rewards, which is directly related to the productivity and effectiveness of the National Police's duties in the region. Seeing

2. Research Methods

This study uses a quantitative approach with a causal research design that aims to test the cause-and-effect relationship between the independent and dependent variables.

Specifically, this study analyzes the influence of the Regular Promotion Path (X1) and the Reward System (X2) on the Performance of Police Members (Y) at the Central Kalimantan Regional Police. This study focuses on testing the direct effect between variables without involving mediating or moderating variables. Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software.

3. Results and Discussion

3.1. Respondent Profile

This study focuses on respondents, namely members of the Indonesian National Police (Polri) serving in the Central Kalimantan Regional Police. Respondents were selected because they have direct experience in carrying out police duties and are involved in career development mechanisms, particularly regarding the regular promotion pathway and the existing reward system within the Polri institution. Therefore, respondents are considered capable of providing relevant and comprehensive information regarding how these two policies affect the performance of individual members and the overall performance of the police organization.

The characteristics of the respondents in this study include male and female members of the Indonesian National Police (Polri) serving in various work units within the Central Kalimantan Regional Police, including officers, non-commissioned officers, and privates. Respondents were selected based on the criteria of having served for at least one year, thus having sufficient understanding and experience regarding the promotion system, awarding awards, and carrying out operational police duties. With these criteria, it is hoped that respondents will be able to provide an objective assessment of the influence of the regular promotion path and the award system on the performance of Polri members in the Central Kalimantan Regional Police.

1) Respondent Characteristics Based on Gender

Table Respondent Characteristics Based on Gender

No	Gender	Amount	Percentage (%)
1.	Man	115 People	76.7%
2.	Woman	35 People	23.3%
Total		150	100%

Table shows that the majority of respondents in this study were male, amounting to 115 people or 76.7%, while female respondents numbered 35 people or 23.3% of the total 150 respondents. This reflects that the composition of respondents is still dominated by male Polri members, which is in line with the general characteristics of Polri membership, especially in career development and operational functions. Nevertheless, the involvement of female respondents still has an important role because they also participate in the promotion system,

receiving awards, and performance assessments within the Central Kalimantan Regional Police.

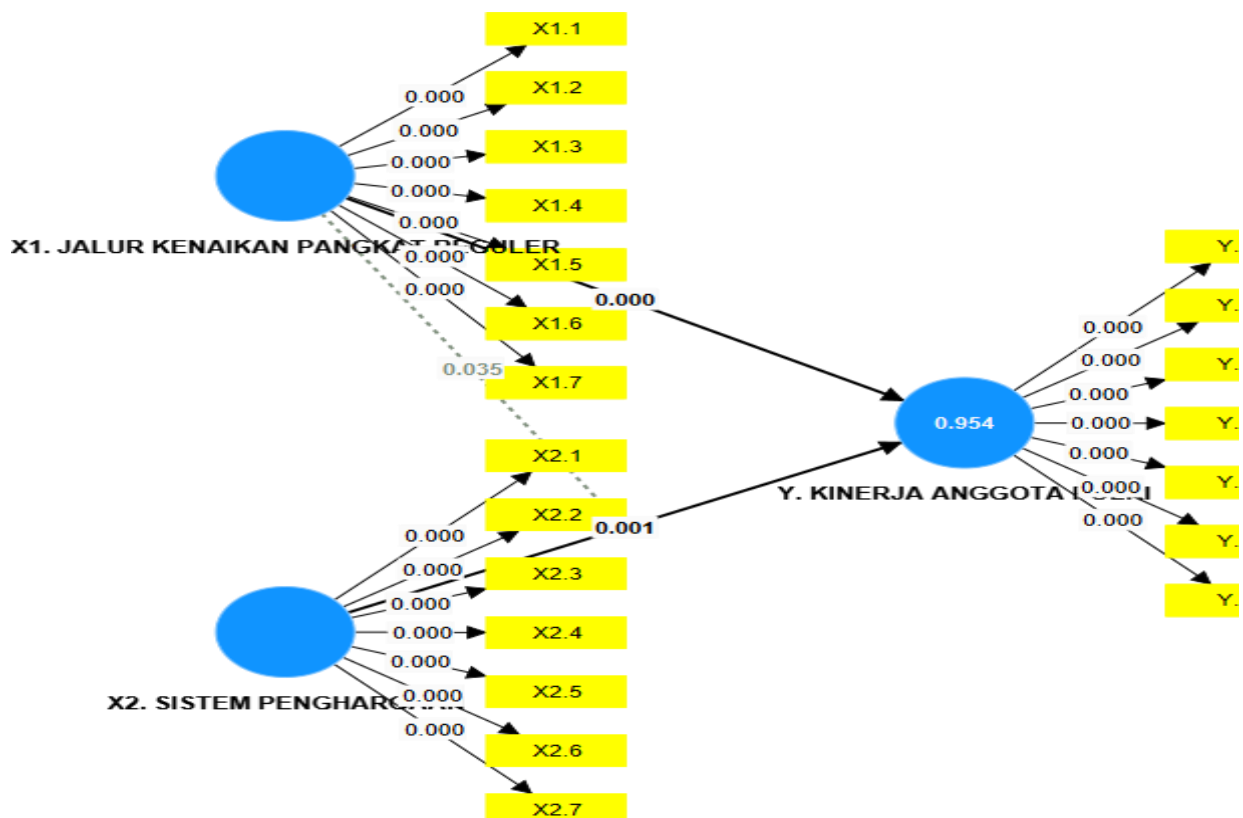
2) Respondent Characteristics Based on Length of Service

Table Respondent Characteristics Based on Length of Service

No	Years of service	Amount	Percentage (%)
1.	3-5 Years	30	20%
2.	6-10 Years	45	30%
3.	11-15 Years	75	50%
Total		150	100%

Table shows that the majority of respondents have a work period of more than ten years (50.0%), followed by a work period of 6–10 years (30.0%) and 3–5 years (20.0%). The dominance of respondents with work period in Ten years or more indicates that the majority of respondents have sufficient experience to understand the mechanisms of regular promotion pathways, reward systems, and organizational performance dynamics within the Indonesian National Police (Polri). This strengthens the validity of respondents' perceptions of the variables studied.

Figure Output of the Inner Research Model



1) Direct Influence Calculation

Hypothesis testing is conducted by considering the t-statistic and p-values resulting from bootstrapping. The alternative hypothesis (H_a) is accepted and the null hypothesis (H_o) is rejected if the t-statistic is > 1.96 and/or p-values are < 0.05 at a 5% significance level. Conversely, if the t-statistic is ≤ 1.96 and p-values are ≥ 0.05 , then H_a is rejected and H_o is accepted. Table Calculation of Direct Effect

Hipt.	Variable Relationship	Coef. β	T Stat.	PValues	Note:
H1	Promotion Path => Performance of Police Members	0.022	41,900	0,000	Accepted
H2	Reward System => Performance Member of the Indonesian National Police	0.025	3,459	0.001	Accepted
H3	Promotion Path x System Awards => Performance of Police Members	0.012	2.112	0.035	Accepted

Source: SEM-PLS Data Processing Results

Based on the data in Table 4.10 above, the hypothesis status is as follows:

H1. The promotion path on the performance of Polri members has a β coefficient value of 0.022 with a t-statistic value of $41.900 > 1.96$ and a p-value of $0.000 < 0.05$, so the hypothesis is accepted. This indicates that the promotion path has a positive and significant effect on the performance of Polri members.

H2. The reward system for the performance of Polri members has a β coefficient of 0.025 with a t-statistic of $3.459 > 1.96$ and p-values of $0.001 < 0.05$, thus the hypothesis is accepted. This means that the reward system has a positive and significant effect on the performance of Polri members.

H3. The interaction between promotion pathways and the reward system on the performance of Polri members has a β coefficient value of 0.012 with a t-statistic value of $2.112 > 1.96$ and p-values of $0.035 < 0.05$, so the hypothesis is accepted. This indicates that the reward system positively moderates the influence of promotion pathways on the performance of Polri members.

1) Coefficient of Determination

The coefficient of determination is used to determine the extent of the independent variable's ability to explain the dependent variable. The coefficient of determination value is shown through R Square and Adjusted R Square, with the following results:

Table R-Square Value and Adjusted R Square Value

No	Item	R-Square	R-Square Adjusted	Information
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2	Performance of Police Members	0.954	0.953	Strong
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Based on Table, the R-Square value of 0.954 and Adjusted R-Square of 0.953 for the Polri member performance variable indicate that the promotion path and reward system are able to explain 95.4% of Polri member performance, while the remaining 4.6% is explained by other variables outside the model. This indicates that the model has strong explanatory power.

3.2. DISCUSSION

1) The Influence of Regular Promotion Paths on the Performance of Indonesian National Police Members

The results of the hypothesis testing indicate that the regular promotion pathway has a positive and significant effect on the performance of Indonesian National Police members at the Central Kalimantan Regional Police. This is evidenced by a positive β coefficient of 0.022, a t-statistic of 41.900, which far exceeds the critical limit of 1.96, and a p-value of 0.000, which is less than 0.05. Therefore, the first hypothesis (H1) is accepted.

Empirically, these findings demonstrate that the existence of a regular promotion path is a crucial factor in driving improved performance among Polri members. A clear, measurable, and sustainable promotion path provides career certainty for members.

This fosters work motivation and commitment to the organization. Police officers who hope for promotion tend to exhibit more disciplined, responsible work behavior, and are oriented toward achieving optimal performance.

Furthermore, the regular promotion pathway serves as an objective performance evaluation tool. Members' performance is assessed not only based on length of service, but also on task accomplishment, work quality, and contribution to the institution. This encourages Polri members to continuously improve their competence, professionalism, and integrity in carrying out their police duties. Therefore, the regular promotion pathway not only impacts administrative aspects of personnel but also plays a strategic role in improving overall organizational performance.

Theoretically, the results of this study align with Need Theory and Expectancy Theory, which state that individuals will demonstrate optimal performance if they perceive a clear relationship between effort, performance, and the results to be achieved. Regular promotion pathways serve as an expected outcome of good performance.

The results of this study are also consistent with previous research, including:

- 2) Hasibuan's research (2019) stated that the career development system has a significant influence on employee performance.

3) Sutrisno's (2020) research found that certainty of job promotion paths improves the performance and loyalty of state officials.

4) Research by Putra and Wahyudi (2021) shows that a fair and transparent ranking system has a positive impact on the performance of police officers.

Thus, the regular promotion path can be seen as a strategic instrument in the management of Polri human resources to improve member performance in a sustainable manner.

1) The Influence of the Reward System on the Performance of Police Members

The results of the second hypothesis test indicate that the reward system has a positive and significant effect on the performance of Indonesian National Police members at the Central Kalimantan Regional Police. This is indicated by a β coefficient of 0.025, a t-statistic of 3.459, which is greater than 1.96, and a p-value of 0.001, which is less than 0.05. Therefore, the second hypothesis (H2) is accepted.

These findings indicate that the reward system plays a crucial role in improving the performance of Indonesian National Police (Polri) members. Rewards for performance achievements, whether material or non-material, can increase work motivation and a sense of pride in the institution. Polri members who feel their efforts are appreciated tend to perform better, work more diligently, and strive to maintain their achievements.

Furthermore, a fair and transparent reward system can create a positive work climate within the police force. Objectively awarded rewards based on performance can foster healthy competition among members and increase trust in the human resource management system within the National Police. Thus, the reward system serves not only as a tool for individual motivation but also as an organizational instrument for continuously improving the effectiveness and performance of National Police members.

Theoretically, these results align with reinforcement theory, which states that rewarded behavior tends to be repeated. In the police context, rewards serve as a positive stimulus that reinforces work behavior that aligns with organizational standards and goals.

This research is also in line with several previous research findings, including:

- a. Mangkunegara (2018) which states that the reward system has a significant influence on the performance of public sector employees.
- b. Research by Rivai and Sagala (2019) found that rewards have a positive influence on the performance and job satisfaction of civil servants.
- c. Pratama's research (2022) shows that providing awards fairly and transparently has an impact on improving the performance of Polri members.

Thus, the reward system is an important factor that needs to be managed consistently and

objectively to support the improvement of the performance of Polri members.

2) The Influence of the Regular Promotion Path with the Reward System on the Performance of Indonesian National Police Members

The results of the third hypothesis test indicate that the regular promotion path moderated by the reward system has a positive and significant effect on the performance of Indonesian National Police members at the Central Kalimantan Regional Police. This is evidenced by the β coefficient value of 0.012, the t-statistic value of 2.112, which is greater than 1.96, and the p-value of 0.035, which is less than 0.05. Thus, the third hypothesis (H3) is accepted.

These results indicate that the reward system acts as a moderating variable, strengthening the influence of the regular promotion pathway on the performance of Indonesian National Police (Polri) members. This means that the promotion pathway will have a more optimal impact on performance if supported by a sound reward system. Career certainty, coupled with rewards for performance achievements, creates a stronger motivational drive for Polri members.

The combination of a regular promotion path and a reward system fosters a perception of fairness and recognition within the organization. Police officers are not only motivated to pursue promotions but also encouraged to perform at their best.

There is tangible recognition for their work. Thus, the synergy between the regular promotion pathway and the reward system contributes significantly to improving the performance of Polri members, both individually and as an organization.

The results of this study are also supported by previous research, including:

- a. Wibowo (2020) which states that the combination of career and reward systems has a significant influence on employee performance.
- b. Rahman and Sari's (2021) research found that rewards strengthen the relationship between career development and civil servant performance.
- c. Susanto's (2022) research shows that the reward system plays a supporting factor in the effectiveness of job promotions on performance.

Thus, the results of this study confirm that improving the performance of Polri members does not only depend on the regular promotion path or the separate reward system, but on the synergy of both in the human resource development system within the Polri environment.

3) The Most Dominant Variables on the Performance of Police Members

Based on a comparison of the regression coefficient (β) values of each independent variable, the variable that has the most dominant influence on the performance of Polri members at the Central Kalimantan Regional Police can be identified. The results of the analysis show that

the reward system has a β coefficient value of 0.025, which is greater than the regular promotion path which has a β coefficient value of 0.022, and is higher than the interaction coefficient of the two variables.

These findings indicate that the reward system is the most dominant variable influencing the performance of Indonesian National Police (Polri) members. Rewards provide a more direct and immediate motivational impact on members, thus driving more significant performance improvements than medium- and long-term promotion pathways.

Thus, although the regular promotion pathway and interaction with the reward system have been shown to have a significant influence, the priority of Polri human resource management policy should be focused on strengthening the reward system, without neglecting the strategic role of the promotion pathway as an instrument for career development and long-term performance coaching.

4. Conclusion

Based on the results of data analysis using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method and the discussion described in the previous chapter, the following conclusions can be drawn: The regular promotion path has a positive and significant impact on the performance of Polri members at the Central Kalimantan Regional Police. The reward system has a positive and significant impact on the performance of Polri members at the Central Kalimantan Regional Police. The regular promotion path supported by the reward system has a positive and significant impact on the performance of Polri members. The high R-square value indicates that the regular promotion pathway and the reward system together have a very strong ability to explain variations in the performance of Polri members. Furthermore, the Q-square value above 0.35 indicates that the research model has very good predictive relevance, so the model is suitable for explaining and predicting the performance of Polri members at the Central Kalimantan Regional Police.

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