

Research Article

Training, Rewards, and Motivation and Their Influence on Police Performance at the Jabar Regional Police Traffic Directorate

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Abstract: Optimal performance of police officers is a crucial prerequisite in realizing effective public services, especially in the traffic sector which is directly related to the community. In carrying out the functions of law enforcement and public services, the performance of police officers is a benchmark for the success of the institution in creating a sense of security and order in the community. The Traffic Directorate of the West Java Regional Police as the spearhead of traffic management in the provincial area, is required to have personnel who are not only professional, but also responsive and highly committed. In this context, continuous training, a fair reward system, and strong work motivation are seen as three key factors that can encourage increased performance of officers in the field. To overcome these problems, this study uses a quantitative approach with descriptive analysis techniques and path analysis. Data were collected by distributing questionnaires to 100 members of the West Java Regional Police Traffic Directorate selected using the Slovin formula. The research instrument was designed to measure respondents' perceptions of training, rewards, motivation, and performance. Each variable was analyzed both simultaneously and partially to determine its contribution to personnel performance. The results of the study indicate that training, rewards, and motivation have a positive influence on police performance. Among the three variables, training is the most dominant factor influencing performance, followed by motivation and rewards. In addition, there is an influence from other factors that were not studied.

Keywords: Motivation; Performance; Police; Rewards; Training.

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1. Introduction

The police are an institution that acts as a law enforcer that is directly under the president. The police are an institution that carries out government duties and functions in carrying out its duties and functions must also be based on the legitimacy of applicable laws. The police are a state institution that has an important and strategic role in maintaining public security and order. In the context of the Republic of Indonesia, the Indonesian National Police (Polri) has a very important task in maintaining public security and order, law enforcement, protection, shelter and service to the community.

The Indonesian National Police has various functional units that are structured to support the implementation of police duties effectively and efficiently. These functional units include intelligence and security units, criminal investigation units, community development units, Brimob units, Polair units and Traffic Units. The organizational level of the Traffic Unit in the Indonesian National Police is divided into several levels based on the police structure hierarchy, both at the National Police Headquarters (Mabes) level and the regional level

(Province/Regency/City). At the National Police Headquarters level, the name of the Traffic Unit is called the Traffic Corps (Korlantas), at the provincial level it is called the Traffic Directorate (Ditlantas), and at the Regency/City level it is called the Traffic Unit (satlantas polres). Ditlantas is a work unit at the Regional Police level that handles traffic policies and implementation of tasks in each province. The police are one of the state servants and public servants who are required to be pioneers in all fields, have high quality, dedication and work ethic. There are several factors needed by police officers in having high quality, dedication and work ethic in order to drive better performance to achieve good governance. Good performance from an employee is certainly driven by the important role of a leader and a policy issued. The role of leadership is very important, meaning that a leader is the brain of the organization, the leader of the organization who makes decisions, makes plans and determines the goals of the organization. The success of an organization is determined by a leader in leading his subordinates and accompanied by the performance of his subordinates.

Performance has a function and meaning of motivation and ability to complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is a manifestation of the work that has been done by employees which is the basis for the assessment of an organization. Therefore, institutions need to pay special attention to employees to improve their performance to the maximum. This special attention can be through various methods that appear such as providing training to support their careers, awards in the form of incentives, acceleration of promotion so as to create work motivation to be better in order to improve the performance of police members at the West Java Police Traffic Directorate.

The author sees that the performance of the police at the West Java Regional Police Traffic Directorate is still low and needs to be improved, considering that there are still complaints from the public about the services of the Traffic Police in serving the public on the highway and there are still police who commit violations due to a lack of motivation to improve their skills in carrying out their duties in the field, such as the example stated in the Kompas news which contains news about since January 2025, Kompolnas received 1,150 suggestions and complaints related to the performance of the Police and 1,098 of them were complaints about poor police services (Kompas, 2025).

Training will provide an opportunity for the police to develop new skills and abilities in working so that what is known and mastered now and in the future can help the police to understand what should be done and why it should be done, providing an opportunity to increase knowledge and skills, as the concept of training is short-term education that seeks to improve mastery of work skills. Training is a series of learning processes carried out by employees with the aim of doing the work given by the company in accordance with existing provisions and all activities to provide, obtain, improve, and develop work competence, productivity, discipline, attitude and work ethic at a certain level of skills and expertise with the level and qualifications of the position or job.

Training, rewards and motivation are very important things for organizations to pay attention to in order to improve police performance. The awareness experienced by organizations regarding the importance of training and rewards in efforts to improve police performance usually occurs after the organization's management system is carried out professionally.

Rewards are given to provide one or more individual needs to personnel as a form of reward for good behavior, achievements or contributions given. Rewards given to personnel will improve personnel performance and support the achievement of targets in the form of refreshing, outing, and team building are some of the efforts that can be made by companies /organizations to provide awards and attention to their subordinates.

In addition to training and awards, another important thing to note and related to performance is motivation. Motivation is a drive that drives someone to take action or achieve a certain goal. Motivation can come from within (intrinsic) or from outside such as the environment (extrinsic). Work motivation can be a very important factor in traffic police performance in career development and operational effectiveness.

Currently, what is being implemented at the West Java Regional Police Traffic Directorate as an organization with 470 police members must of course create quality improvements so that its performance in serving the community and devotion to its organization is more improved and higher.

However, in reality, the training, awards and motivation given to the police at the West Java Regional Police Traffic Directorate are still not as expected. This can be seen from the results of a pre-survey conducted on 30 members of the West Java Regional Police Traffic Directorate as respondents to the pre-survey questionnaire.

Based on the results of the interview with AKP Dadang Supriadi, SH, MM as Head of Subbagrenmin Ditlantas Polda Jabar, there are several problems in terms of police performance at Ditlantas Polda Jabar, namely as follows:

- There is still a quality of police performance at the West Java Regional Police Traffic Directorate when responding to the needs of the community and orders from superiors that are slow.
- There are still police at the West Java Regional Police Traffic Directorate who have not been able to achieve targets or objectives in accordance with the SOP.
- There are still police at the West Java Regional Police Traffic Directorate who have not complied with laws and regulations in carrying out their duties.

2. Research Review

This study uses a quantitative approach with descriptive and verification analysis methods. The quantitative method was chosen because this study relies on data collection in the form of numbers or data that can be calculated and analyzed statistically to answer problems or test hypotheses. Descriptive analysis is used to describe phenomena systematically, factually, and accurately without testing hypotheses or relationships between variables. Meanwhile, verification analysis aims to measure, test, and confirm the truth of hypotheses or theories that have been formulated previously, especially in testing the relationship or influence between variables. The variables studied include training (X1), rewards (X2), and motivation (X3) as independent variables, and police performance (Y) as the dependent variable.

The data sources in this study consist of primary data and secondary data. Primary data were obtained directly from respondents through questionnaire distribution, while secondary data were obtained from documents or other parties. The population of the study was all police officers at the West Java Regional Police Traffic Directorate, with a sample of 100 respondents selected using the Slovin formula with a 10% error rate. The main data collection technique was a questionnaire with a Likert scale to measure respondents' perceptions of the research variables. In addition, interviews were also used for preliminary studies and information in-depth studies.

Data analysis begins with a validity test using Pearson correlation and a reliability test using Cronbach Alpha to ensure the accuracy and reliability of the research instrument. Items are declared valid if the Pearson correlation coefficient is above 0.3 and reliable if the Cronbach Alpha value is greater than 0.60. Furthermore, a descriptive analysis is carried out to describe the characteristics of the data using numbers, tables, graphs, or images, including the use of continuous lines. To test the hypothesis of the influence between variables, this study uses path analysis to explain the direct and indirect influence of the independent variables on the dependent variables.

3. Research Results and Discussion

3.1 Descriptive Research Results

The results of this descriptive study are intended to be able to see the picture of the results of research on training, awards, motivation and police performance at the West Java Regional Police Traffic Directorate, in order to find out the answers or responses of respondents regarding each question item in the questionnaire, descriptive analysis must be carried out using a presentation distribution approach. Meanwhile, to find out how respondents assess each variable studied, it can be seen through the acquisition of actual score results and percentage values. The actual score is the score obtained from the responses of all respondents to the questionnaire that has been distributed. The percentage value is the percentage of the score that has been obtained.

Respondents' Responses Regarding Training at the West Java Regional Police Traffic Directorate

Based on the results of the questionnaire that has been distributed to 100 respondents, there are questions consisting of 5 questions on the independent variable (X1). The following is a description of each question item on the training variable (X1):

Table 1. Respondents' Responses Regarding Efficiency Indicators in Work

No	Question	Answer	Weight	F	(%)	Score
1	How often do you complete a task faster than the allotted time?	Very often	5	19	19%	95
		Often	4	38	38%	152
		Sometimes	3	34	34 %	102
		Seldom	2	7	7 %	14
		Very rarely	1	2	2 %	2
Total				100	100%	365
Average						3.65

Source: 2025 Questionnaire Processing Results

Based on Table 4.5 above, it describes the results of respondents' responses regarding the speed in completing tasks from 100 respondents, the majority answered Often as much as 38%. However, there are still those who answered Rarely and Very Rarely as much as 9%. This is because some police are still unable to quickly complete tasks within the specified time.

Table 2. Respondents' Responses Regarding Time Management Ability

No	Question	Answer	Weight	F	(%)	Score
2	How do you rate your ability to manage your daily working hours?	Very good	5	17	17 %	85
		Good	4	39	39%	156
		Pretty good	3	30	30%	90
		Bad	2	11	11%	22
		Very bad	1	3	3 %	3
Total				100	100%	356
Average						3.56

Source: 2025 Questionnaire Processing Results

Based on Table 4.6 above, it describes the results of respondents' responses regarding the ability to manage working time. Based on the table, it can be seen that out of 100 respondents, the majority answered Good, as much as 39%. However, there were still those who answered Bad and Very Bad, as much as 14%. This is because some police feel that they are still unable to manage working time well.

Table 3. Respondents' Responses Regarding Effective Communication

No	Question	Answer	Weight	F	(%)	Score
3	How good are you at conveying information to the public or coworkers?	Very good	5	15	15%	75
		Good	4	31	31%	124

		Pretty good	3	41	41%	123
		Bad	2	13	13 %	26
		Very bad	1	0	0 %	0
Total				100	100%	348
Average						3.48

Source: 2025 Questionnaire Processing Results

Based on Table 4.7 above, it describes the results of respondents' responses regarding the ability to convey information. Based on the table, it can be seen that out of 100 respondents, the majority answered Quite Good as much as 41%. However, there were still those who answered Bad as much as 13%. This is because some police feel that they are still not able to convey information well.

Table 4. Respondents' Responses Regarding Strategic Decision Making

No	Question	Answer	Weight	F	(%)	Score
4	In an urgent situation, how quickly can you make the right decision?	Very fast	5	21	21%	105
		Fast	4	40	40%	160
		Pretty Fast	3	31	31%	93
		Slow	2	7	7 %	14
		Very slow	1	1	1 %	1
Total				100	100%	373
Average						3.73

Source: 2025 Questionnaire Processing Results

Based on Table 4.8 above, it describes the results of respondents' responses regarding the ability to make decisions correctly. Based on the table, it can be seen that out of 100 respondents, the majority answered Fast as much as 40%. However, there are still those who answered Slow and Very Slow as much as 8%. This is because some police feel that they are still unable to quickly make the right decisions.

Table 5. Respondents' Responses Regarding Compliance with Procedures and Rules

No	Question	Answer	Weight	F	(%)	Score
5	How thorough are you in following work procedures and instructions?	Very Careful	5	17	17 %	85
		Be thorough	4	38	38%	152
		Quite Thorough	3	33	33%	99
		Careless	2	10	10%	20
		Very Careless	1	2	2 %	2
Total				100	100%	358

Average	3.58
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Source: 2025 Questionnaire Processing Results

Based on Table 4.9 above, it describes the results of respondents' responses regarding accuracy in following work instructions. Based on the table, it can be seen that out of 100 respondents, the majority answered Accurately as much as 38%. However, there were still those who answered Not Accurate and Very Not Accurate as much as 12%. This is because some police feel that they are still not focused in following work instructions.

Table 6. Recapitulation of Respondents' Responses Regarding Training

Question	Alternative Answers					Actual Score	Ideal Score	%	Average
	SS	S	CS	TS	STS				
P1	19	38	34	7	2	365	500	73	3.65
P2	17	39	30	11	3	356	500	71.2	3.56
P3	15	31	41	13	0	348	500	69.6	3.48
P4	21	40	31	7	1	373	500	74.6	3.73
P5	17	38	33	10	2	358	500	71.6	3.58
Total Accumulation	89	186	169	48	8	1800	2500	72	18

Source: Questionnaire Processing Results, 2025

Information :

Actual Score : Question weight x Number of respondents

Ideal Score : Number of respondents x 5 (number of responses to the question)

Average : Actual score : Number of respondents

Percentage : Actual Score : Ideal Score X 100

Based on Table 4.10 above shows the results of the recapitulation of the average police response score of 18. This means that in general the response to the training is in the fairly good category, based on the police questions at Ditlantas. From the analysis of 5 questions with the following calculations:

Maximum Value = $5 \times 5 \times 100 = 2500$

Minimum Value = $1 \times 5 \times 100 = 500$

Interval Distance = $(\text{Maximum Value} - \text{Minimum Value}) / 5$

= $(2500 - 500) / 5 = 400$

Score Percentage = $[(\text{Total Score}) / \text{Maximum Value}] \times 100 \%$

= $[(1800 / 2500)] \times 100 \% = 72 \%$

Very Bad		Not good		Pretty good		Good		Very good	
20%		30%		52%		68%		84%	100%

Figure 1. Training Variable Continuum Line

Based on Figure 4.2 above shows that the respondents' responses regarding training. The average value obtained was 72%. This figure is in the interval range of 68% - 84%, included in the Good category.

Respondents' Responses Regarding Awards at the West Java Regional Police Traffic Directorate

Based on the results of the questionnaire that has been distributed to 100 respondents, there are questions consisting of 4 questions on the independent variable (X2). The following is a description of each question item on the award variable (X2):

Table 4.11 Respondents' Responses About Having Satisfaction When Completing Work

No	Question	Answer	Weight	F	(%)	Score
6	How satisfied are you when you successfully complete a work task or responsibility?	Very satisfied	5	10	10%	50
		Satisfied	4	31	31%	124
		Quite Satisfied	3	43	43%	129
		Not satisfied	2	15	15%	30
		Very Dissatisfied	1	1	1 %	1
Total				100	100%	334
Average						3.34

Source: 2025 Questionnaire Processing Results

Based on Table 4.11 above, it describes the results of respondents' responses regarding the success of completing the task. Based on the table, it can be seen that out of 100 respondents, the majority answered Quite Satisfied as much as 43%. However, there were still those who answered Not Satisfied and Very Dissatisfied as much as 16%. This is because some police feel that they are still not optimal in completing the task.

Table 7. Respondents' Responses About Having Ambition To Complete Work

No	Question	Answer	Weight	F	(%)	Score
7	How driven or ambitious are you to complete a job well?	Very high	5	10	10%	50
		Tall	4	28	28 %	112
		Currently	3	38	38%	114
		Low	2	23	23 %	46
		Very Low	1	1	1 %	1
Total				100	100%	323
Average						3.23

Source: 2025 Questionnaire Processing Results

Based on Table 4.12 above, it describes the results of respondents' responses regarding the ability of ambition to complete tasks well. Based on the table, it can be seen that out of 100 respondents, the majority answered Moderate as much as 38%. However, there are still those who answered Low and Very Low as much as 24%. This is because some police feel unambitious in completing their tasks well.

Table 8. Respondents' Responses Regarding Satisfaction with Compensation Given After Completing Work

No	Question	Answer	Weight	F	(%)	Score
8	How would you rate your satisfaction with compensation (salary, benefits, etc.)	Very satisfied	5	9	9 %	45
		Satisfied	4	25	25%	100
		Quite Satisfied	3	49	49%	147

		Not satisfied	2	15	15%	30
		Very Dissatisfied	1	2	2 %	2
Total				100	100%	324
Average						3.24

Source: 2025 Questionnaire Processing Results

Based on Table 4.13 above, it describes the results of respondents' responses regarding the suitability of compensation. Based on the table, it can be seen that out of 100 respondents, the majority answered Quite Satisfied as much as 49%. However, there were still those who answered Not Satisfied and Very Dissatisfied as much as 17%. This is because some police feel that the compensation given by superiors is not felt by members.

Table 9. Respondents' Responses About Feeling Deserving of Compensation Given With Work

With Work						
No	Question	Answer	Weight	F	(%)	Score
9	How much do you feel that the compensation received is commensurate with the workload?	Very Worth It	5	7	7 %	35
		Worthy	4	31	31%	124
		Quite Decent	3	43	43%	129
		Not feasible	2	18	18 %	36
		Totally Unworthy	1	1	1 %	1
Total				100	100%	325
Average						3.25

Source: 2025 Questionnaire Processing Results

Based on Table 4.14 above, it describes the results of respondents' responses regarding compensation that is in accordance with the workload. Based on the table, it can be seen that out of 100 respondents, the majority answered Quite Adequate as much as 43%. However, there were still those who answered Not Adequate and Very Unadequate as much as 19%. This is because some police feel that the compensation given is still not in accordance with the workload.

Table 10. Recapitulation of Respondents' Responses Regarding Awards

Question	Alternative Answers					Actual Score	Ideal Score	%	Average
	SS	S	CS	TS	STS				
P1	10	31	43	15	1	334	500	66.8	3.34
P2	10	28	38	23	1	323	500	64.6	3.23
P3	9	25	49	15	2	324	500	64.8	3.24
P4	7	31	43	18	1	325	500	65	3.25
Total Accumulation	36	115	173	71	5	1306	2000	65.3	13

Source: Questionnaire Processing Results, 2025

Information :

Actual Score : Question weight x Number of respondents

Ideal Score : Number of respondents x 5 (number of responses to the question)

Average : Actual score : Number of respondents

Percentage : Actual Score : Ideal Score X 100

Based on Table 4.15 above shows the results of the recapitulation of the average police response score of 13. This means that in general the response to the training is in the fairly good category, based on the answers to the questionnaire questions for the police at Ditlantas. From the analysis of 4 questions with the following calculations:

Maximum Value = $5 \times 4 \times 100 = 2000$

Minimum Value = $1 \times 4 \times 100 = 400$

Interval Distance = $(\text{Maximum Value} - \text{Minimum Value}) / 5$
 $= (2000 - 400) / 5 = 320$

Score Percentage = $[(\text{Total Score}) / \text{Maximum Value}] \times 100 \%$

$= [(1306 / 2000)] \times 100 \% = 65.3 \%$

Very Bad		Not good		Pretty good		Good		Very good	
20%		30%		52%		68%		84%	100%

Figure 2. Continuum Line of Reward Variables

Based on Figure 4.3 above shows that the respondents' responses regarding the award. The average value obtained was 65.3%. This figure is in the interval range of 52% - 68%, included in the category of Quite Good.

Respondents' Responses About Motivation at the West Java Regional Police Traffic Directorate

Based on the results of the questionnaire that has been distributed to 100 respondents, there are questions consisting of 3 questions on the independent variable (X3). The following is a description of each question item on the motivation variable (X3):

Table 11. Respondents' Responses Regarding Feelings of Guaranteed Personal Security

No	Question	Answer	Weight	F	(%)	Score
10	How safe do you feel while carrying out your duties as a member of Ditlantas?	Very Safe	5	19	19%	95
		Safe	4	42	42%	168
		Safe Enough	3	34	34 %	102
		Not safe	2	5	5 %	10
		Very Unsafe	1	0	0 %	0
Total				100	100%	375
Average						3.75

Source: 2025 Questionnaire Processing Results

Based on Table 4.16 above, it describes the results of respondents' responses regarding the sense of security in carrying out their duties. Based on the table, it can be seen that out of 100 respondents, the majority answered Safe as much as 42%. However, there were still those who answered Not Safe as much as 5%. This is because some police feel that they still do not get protection when carrying out their duties.

Table 12. Respondents' Responses Regarding Feelings of Being Recognized by Leaders/Environment

No	Question	Answer	Weight	F	(%)	Score
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11	How often do you feel recognized or appreciated by your superiors and coworkers?	Very often	5	19	19%	95
		Often	4	50	50%	200
		Sometimes	3	28	28 %	84
		Seldom	2	3	3 %	6
		Never	1	0	0 %	0
Total				100	100%	385
Average						3.85

Source: 2025 Questionnaire Processing Results

Based on Table 4.17 above, it describes the results of respondents' responses regarding the feeling of being recognized and appreciated by superiors and co-workers. Based on the table, it can be seen that out of 100 respondents, the majority answered Often as much as 50%. However, there were still those who answered Rarely as much as 3%. This is because some police feel that they are still not considered by their superiors or co-workers.

Table 13. Respondents' Responses About Having Survival Skills

No	Question	Answer	Weight	F	(%)	Score
12	In difficult or risky situations, how do you assess your ability to survive and complete tasks?	Very good	5	16	16 %	80
		Good	4	42	42%	168
		Pretty good	3	38	38%	114
		Bad	2	4	4 %	8
		Very bad	1	0	0 %	0
Total				100	100%	370
Average						3.7

Based on Table 4.18 above, it describes the results of respondents' responses regarding the ability to survive and complete tasks. Based on the table, it can be seen that out of 100 respondents, the majority answered Good, as much as 42%. However, there were still those who answered Bad, as much as 4%. This is because some police feel that they are still unable to survive on duty until they complete it.

Table 14. Recapitulation of Respondents' Responses Regarding Motivation

Question	Alternative Answers					Actual Score	Ideal Score	%	Average
	SS	S	CS	TS	STS				
P1	19	42	34	5	0	375	500	75	3.75
P2	19	50	28	3	0	385	500	77	3.85
P3	16	42	38	4	0	370	500	74	3.70

Total Accumulation	54	134	100	12	0	1130	1500	75.3	11.3
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Source: Questionnaire Processing Results, 2025

Information :

Actual Score : Question weight x Number of respondents

Ideal Score : Number of respondents x 5 (number of responses to the question)

Average : Actual score : Number of respondents

Percentage : Actual Score : Ideal Score X 100

Based on Table 4.19 above shows the results of the recapitulation of the average police response score of 11.3. This means that in general the response to motivation is in the fairly good category, based on the answers to the questionnaire questions for the police at Ditlantas. From the analysis of 3 questions with the following calculations:

Maximum Value = $5 \times 3 \times 100 = 1500$

Minimum Value = $1 \times 3 \times 100 = 300$

Interval Distance = $(\text{Maximum Value} - \text{Minimum Value}) / 5$
 $= (1500 - 300) / 5 = 240$

Score Percentage = $[(\text{Total Score}) / \text{Maximum Value}] \times 100 \%$

$= [(1130 / 1500)] \times 100 \% = 75.3 \%$

Very Bad		Not good		Pretty good		Good		Very good	
20%		30%		52%		68%		84%	100%

Figure 3. Continuum Line of Motivation Variables

Based on Figure 4.4 above shows that the respondents' responses regarding motivation. The average value obtained was 75.3%. This figure is in the interval range of 68% - 84%, included in the Good category.

Respondents' Responses Regarding Police Performance at the West Java Regional Police Traffic Directorate

Based on the results of the questionnaire that has been distributed to 100 respondents, there are questions consisting of 4 questions on the dependent variable (Y). The following is a description of each question item on the police performance variable (Y):

Table 15. Respondents' Responses Regarding Responsiveness to Needs

No	Question	Answer	Weight	F	(%)	Score
13	How quickly do you respond to community needs or leadership orders while on duty?	Very fast	5	10	10%	50
		Fast	4	44	44 %	176
		Pretty Fast	3	39	39%	117
		Slow	2	7	7 %	14
		Very slow	1	0	0 %	0
Total				100	100%	357
Average						3.57

Source: 2025 Questionnaire Processing Results

Based on Table 4.20 above, it describes the results of respondents' responses regarding the ability to respond to community needs and leadership orders. Based on the table, it can be seen that out of 100 respondents, the majority answered Fast, as much as 44%. However,

there are still those who answered Slow, as much as 7%. This is because some police are less responsive in carrying out their duties.

Table 16. Respondents' Responses Regarding the Ability to Achieve the Goals Set According to SOP

According to SOP						
No	Question	Answer	Weight	F	(%)	Score
14	How well are you able to achieve the target or task objectives according to SOP?	Very Achieved	5	6	6 %	30
		Achieved	4	51	51%	204
		Quite Achieved	3	39	39%	117
		Not achieved	2	4	4 %	8
		Very Unattainable	1	0	0 %	0
Total				100	100%	359
Average						3.59

Source: 2025 Questionnaire Processing Results

Based on Table 4.21 above, it describes the results of respondents' responses regarding the ability to achieve targets according to SOP. Based on the table, it can be seen that out of 100 respondents, the majority answered Achieved as much as 51%. However, there are still those who answered Not Achieved as much as 4%. This is because some police feel that they are still unable to pursue the target of the tasks carried out according to their SOP.

Table 17. Respondents' Responses Regarding Compliance with Statutory Regulations

No	Question	Answer	Weight	F	(%)	Score
15	How strictly do you comply with laws and regulations in carrying out your duties?	Very often	5	7	7 %	35
		Often	4	52	52%	208
		Sometimes	3	35	35%	105
		Seldom	2	6	6 %	12
		Very rarely	1	0	0 %	0
Total				100	100%	360
Average						3.6

Source: 2025 Questionnaire Processing Results

Based on Table 4.22 above, it describes the results of respondents' responses regarding the ability to comply with laws and regulations in carrying out duties. Based on the table, it can be seen that out of 100 respondents, the majority answered Often, as much as 52%. However, there were still those who answered Rarely, as much as 6%. This is because some police feel that they still do not understand the regulations that apply when carrying out duties.

Table 18. Respondents' Responses Regarding Compliance with the Professional Code of Ethics

No	Question	Answer	Weight	F	(%)	Score
16	How high is your compliance with the police professional code of ethics?	Very high	5	9	9 %	45
		Tall	4	40	40%	160
		High enough	3	46	46 %	138
		Low	2	5	5 %	10
		Very Low	1	0	0 %	0
Total				100	100%	353
Average						3.53

Source: 2025 Questionnaire Processing Results

Based on Table 4.23 above, it describes the results of respondents' responses regarding the ability to comply with the code of professional ethics. Based on the table, it can be seen that out of 100 respondents, the majority answered Quite High as much as 46%. However, there are still those who answered Low as much as 5%. This is because some police feel that they still do not understand the code of ethics of the police profession.

Table 19. Recapitulation of Respondents' Responses Regarding Police Performance

Question	Alternative Answers					Actual Score	Ideal Score	%	Average
	SS	S	CS	TS	STS				
P1	10	44	39	7	0	357	500	71.4	3.57
P2	6	51	39	4	0	359	500	71.8	3.59
P3	7	52	35	6	0	360	500	72	3.60
P4	9	40	46	5	0	353	500	70.6	3.53
Total Accumulation	32	187	159	22	0	1429	2000	71.5	14.3

Source: Questionnaire Processing Results, 2025

Information :

Actual Score : Question weight x Number of respondents

Ideal Score : Number of respondents x 5 (number of responses to the question)

Average : Actual score : Number of respondents

Percentage : Actual Score : Ideal Score X 100

Based on Table 4.24 above shows the results of the average recapitulation of police response scores of 14.3. This means that in general the response to police performance is in the fairly good category, based on the answers to the questionnaire questions for the police at Ditlantas. From the analysis of 4 questions with the following calculations:

Maximum Value = $5 \times 4 \times 100 = 2000$

Minimum Value = $1 \times 4 \times 100 = 400$

Interval Distance = $(\text{Maximum Value} - \text{Minimum Value}) / 5$
 $= (2000 - 400) / 5 = 320$

Score Percentage = $[(\text{Total Score}) / \text{Maximum Value}] \times 100 \%$

$$= [(1429 / 2000)] \times 100 \% = 71.5 \%$$

Very Bad		Not good		Pretty good		Good		Very good	
20%		30%		52%		68%		84%	100%

Figure 4. Continuum Line of Police Performance Variables

Based on Figure 4.5 above shows that the respondents' responses regarding police performance. The average value obtained was 71.5%. This figure is in the interval range of 68% - 84%, included in the Good category.

3.2 Discussion

3.2.1 Verification Research Results

In this section, verification analysis can be carried out using path analysis as a method used to analyze the relationship between variables with the aim of determining the influence of Training (X1), Rewards (X2), Motivation (X3) which are independent variables on Police Performance (Y) which is the dependent variable.

Relationship Between Training Variables (X1), Rewards (X2), Motivation (X3)

The initial step that must be done is to calculate the correlation coefficient between the variables studied. The correlation coefficient value obtained through the SPSS tool will be interpreted into the correlation coefficient table as follows:

Table 20. Guidelines for Interpretation of Correlation Coefficient Values

Coefficient Interval	Relationship Level
0.00 – 0.199	Very Low
0.20 – 0.30	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

Source: Sugiyono (2024)

The variables used in the study are Training (X1), Awards (X2), Motivation (X3) and Performance (Y). The coefficients between these variables are calculated using the Pearson product moment correlation formula with the help of the SPSS version 26 application, the results obtained are as follows:

Table 21. Correlation Between Variables

Correlations				
		Training	Award	Motivation
Training	Pearson Correlation	1	.718 **	.831 **
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Award	Pearson Correlation	.718 **	1	.890 **
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Motivation	Pearson Correlation	.831 **	.890 **	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 26 Processing Results

Based on Table 4.36 above, it can be seen that the level of closeness between training, reward and motivation variables stated by the magnitude of the correlation coefficient (r_{x1x2} r_{x1x3}) can be interpreted as being categorized as very strong and significant because its significance is $0.000 < 0.050$, meaning that there is a significant relationship between X1, X2, X3 which can then be used in calculating the coefficient of determination to calculate the magnitude of direct and indirect influences.

After the correlation coefficient between variables X1, X2 and X3 has been obtained, the path analysis of the relationship can be calculated as follows:

$$Y = \text{pyx1} + \text{pyx2} + \text{pyx3} + \text{pyeI}$$

pyx1 = coefficient of training path to police performance

pyx2 = path coefficient of reward to police performance

pyx3 = path coefficient of motivation on police performance

pyeI = epsilon path coefficient of police performance

Then the path coefficient results were obtained using the SPSS Version 26 application as follows:

Table 22. Path Coefficient Calculation Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.535	.892		-.600	.550
	Training	.306	.026	.589	11,655	.000
	Award	.291	.035	.421	8,300	.000
	Motivation	.487	.054	.451	9,063	.000
a. Dependent Variable: Performance						

Based on Table 4.37 above in the Standardized Coefficients Beta column, there are path coefficients for each independent variable to the dependent. The path coefficient of the training variable (X1) to performance (Y) or pyx1 is 0.589 or 58.9%, the path coefficient of the reward variable (X2) to performance (Y) or pyx2 is 0.421 or 42.1%, and the path coefficient of the motivation variable (X3) to performance (Y) or pyx3 is 0.451 or 45.1%.

The Effect of Training on Performance Partially

$$\text{Direct Effect} = (\text{pyx1})^2$$

$$= (0.589)^2$$

$$= 0.35 \text{ or } 35\%$$

$$\text{Indirect Effect of X2} = \text{pyx1} \times r_{x1x2} \times \text{pyx2}$$

$$= 0.589 \times 0.718 \times 0.421$$

$$= 0.18 \text{ or } 18\%$$

$$\text{Indirect Effect of X3} = \text{pyx1} \times r_{x1x3} \times \text{pyx3}$$

$$= 0.589 \times 0.831 \times 0.451$$

$$= 0.22 \text{ or } 22\%$$

From the results of the equation above, it can be seen that the magnitude of the influence of training (X1) directly determines police performance by 35% and the indirect influence through the relationship (X2) by 18% and (X3) by 22%. Therefore, the direct and indirect influence of the training variable (X1) on police performance (Y) is 75%.

The Influence of Awards on Performance Partially

$$\text{Direct Influence} = (\text{pyx2})^2$$

$$= (0.421)^2$$

$$= 0.18 \text{ or } 18\%$$

$$\text{Indirect Effect of X1} = \text{pyx2} \times r_{x1x2} \times \text{pyx1}$$

$$= 0.421 \times 0.718 \times 0.589$$

$$= 0.18 \text{ or } 18\%$$

$$\begin{aligned}\text{Indirect Effect of X3} &= \text{pyx2.x1x2x3.pyx3} \\ &= 0.421 \times 0.890 \times 0.451 \\ &= 0.17 \text{ or } 17\%\end{aligned}$$

From the results of the equation above, it can be seen that the magnitude of the influence of the award (X2) directly determines police performance by 18% and the indirect influence through the relationship (X1) by 18% and (X3) by 17%. Therefore, the direct and indirect influence of the award variable (X2) on police performance (Y) is 53%.

The Influence of Motivation on Performance Partially

$$\begin{aligned}\text{Direct Effect} &= (\text{pyx3})^2 \\ &= (0.451)^2 \\ &= 0.20 \text{ or } 20\%\end{aligned}$$

$$\begin{aligned}\text{Indirect Effect of X1} &= \text{pyx3.x1x2x3.pyx1} \\ &= 0.451 \times 0.831 \times 0.421 \\ &= 0.16 \text{ or } 16\%\end{aligned}$$

$$\begin{aligned}\text{Indirect Effect of X2} &= \text{pyx1.x1x2x3.pyx2} \\ &= 0.451 \times 0.890 \times 0.451 \\ &= 0.18 \text{ or } 18\%\end{aligned}$$

From the results of the equation above, it can be seen that the magnitude of the influence of motivation (X3) directly determines police performance by 20% and the indirect influence through the relationship (X1) by 16% and (X2) by 18%. Therefore, the direct and indirect influence of the motivation variable (X3) on police performance (Y) is 54%.

The Simultaneous Effect of Training, Rewards and Motivation

Total influence of X1 on Y = 75%

Total influence of X2 on Y = 53%

Total influence of X3 on Y = 54%

$$R^2 = 75\% + 53\% + 54\% = 182\%$$

Table 23. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.765	.757	1.02494
a. Predictors: (Constant), Motivation, Training, Rewards				

The magnitude of the determination coefficient or commonly called the combination of X1, X2 and X3 to Y, namely R Square, is 0.765 in the table above, therefore the R Square value is entered into the formula to obtain the residual variable value or epsilon (e) as follows:

$$Y = (1 - 0.765) = 0.235$$

It can be said that training (X1), rewards (X2) and motivation (X3) simultaneously influence police performance (Y) by 0.765 or 76.5% (R Square) and are influenced by other factors not studied by 0.235 or 23.5%.

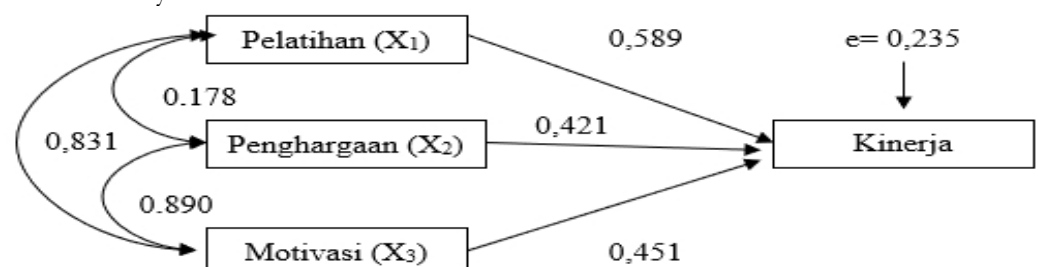


Figure 5. Path Analysis Results

4. Conclusion and Suggestions

4.1 Conclusion

Based on the results of data analysis and discussion that have been carried out, the author can draw several conclusions, including the following:

The training at the West Java Regional Police Traffic Directorate is good, but there are still some things that are considered lacking, including that with the training there are still some police who cannot quickly complete tasks within the specified time, there are still some police who are still unable to manage work time, there are still some police who are still unable to convey information well, there are still some police who are still unable to quickly make the right decisions, and there are still some police who are still not focused and careful with instructions from their leaders.

The awards at the West Java Regional Police Traffic Directorate are quite good, but there are still some things that are still lacking, including some police who are not ambitious in completing their duties because the compensation from the leadership is not commensurate with the burden of duties and responsibilities given.

Motivation in the West Java Regional Police Traffic Directorate is good, but there are still some things that are still lacking, including some police officers still do not feel recognized by their superiors and colleagues, there are still some police officers who do not feel safe and have not received protection when carrying out their duties so that they are not able to survive completing their duties in difficult circumstances.

Police performance at the West Java Regional Police Traffic Directorate, however, there are still several things that are still considered lacking, including some police who in carrying out their duties are not responsive to the needs of the community and the orders of their leaders, some police who have not been able to achieve targets according to SOP, some police who do not know the regulations and code of ethics of the police profession so that it affects performance.

Training has an impact on police performance at the West Java Regional Police Traffic Directorate, which means that when police members do not attend training or the training is poor, police performance will decline, and if training is truly implemented and all police officers have the opportunity to attend training properly, police performance will also increase.

Awards have an impact on police performance at the West Java Regional Police Traffic Directorate, which means that when awards are not given in accordance with the duties, responsibilities and risks of workload, police performance will decline, and if awards can be given properly and appropriately, police performance will also increase.

Motivation influences police performance at the West Java Regional Police Traffic Directorate, which means that when motivation influenced by intrinsic and extrinsic factors is poor, police performance will decline, and if motivation can be managed well and appropriately with intrinsic and extrinsic factors, police performance will also increase.

Training, rewards and motivation have an effect on police performance at the West Java Regional Police Traffic Directorate, but the biggest effect on police performance is training. Therefore, it means that the training in the research conducted at the West Java Regional Police Traffic Directorate still has several problems that must be resolved by the leadership of the West Java Regional Police Traffic Directorate so that in the future it will not have a negative impact on the performance of the police who carry out their duties.

4.2 Suggestion

Based on several conclusions, the author can provide the following recommendations:

It is better if the training given to the police at the West Java Regional Police Traffic Directorate can be implemented regarding all types of traffic police capabilities. The training that is held should involve all police at the West Java Regional Police Traffic Directorate with a regular scheduling mechanism such as once a month or once every two months with a quota divided so that the number of people participating in the training is large enough to achieve the target of all police being able to participate in the training. The training that has been held for police members should be applied in daily work by reviewing the knowledge and theories provided so that it has an impact on better performance.

The award received by the police after carrying out the task will of course be directly proportional to what is charged to them. It would be better if the head of the West Java Regional Police Traffic Directorate provides an ambitious stimulus to its members to carry out their duties and responsibilities well, this will then make the police members satisfied with the compensation given after completing the task well.

The motivation possessed by each police member will certainly affect the quality of their work. Preferably, the motivation given by the West Java Police Traffic Directorate organization is a motivation that will then create a feeling of being recognized by leaders and colleagues

so that it can stimulate its police members to work with all their abilities to work well and correctly.

Performance is the result of an order, a task that has been carried out by police members based on targets that have been given over a period of time. Therefore, the West Java Police Traffic Directorate organization needs to improve the performance of its police members, especially in the speed of responding to community needs or orders from leaders while on duty. In addition, it is also hoped that the leadership of the West Java Police Traffic Directorate will continue to routinely provide knowledge about the regulations and code of ethics of the police profession when on duty that must be obeyed and avoided so that it can create good performance without any deviations.

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