

# The Influence of Work Commitment, Career Development and Competence on the Performance of Polri Members at the Merauke Police Resort

**Suroso<sup>1\*</sup>, Jack Henry Syauta<sup>2</sup>, Mafizatun Nurhayati<sup>3</sup>**

<sup>1</sup>Open University Postgraduate Program, Indonesia

<sup>2</sup>Cendrawasih University, Jayapura, Indonesia

<sup>3</sup>Mercu Buana University, Jakarta, Indonesia

Email: <sup>1</sup> [suroso.77080078@gmail.com](mailto:suroso.77080078@gmail.com)

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## Abstract

The Indonesian National Police is tasked with ensuring public safety and order, a mission that depends on the efficiency and dedication of its personnel. However, issues like inadequate commitment, limited career progression, and mismatches in skill areas have affected performance. The goal of this research is to examine how a person's dedication to their job, opportunities for career growth, and level of skill impact how well they perform their duties as a member of the Merauke Resort Police force. The study employs a quantitative research method with a survey design to gather data from employees of Merauke Resort Police through questionnaires, which is then subjected to regression analysis for analysis. The findings indicated that the three factors positively impacted the performance of members. High work commitment, optimal career development, good competence, contribute significantly in improving member performance in the Merauke Resort Police. The results offer practical suggestions for the Merauke Resort Police management to enhance these aspects in order to boost the efficiency of their staff, leading to better service delivery to the public.

**Keywords:** Work Commitment, Career Development, Competence, Performance

## 1. Introduction

According to the Law Number 2 of 2002 concerning the Indonesian National Police, the primary goal is to establish a fair, prosperous, and civilized society based on Pancasila and the 1945 Constitution of Indonesia, with domestic security being the key priority and responsibility of the police force. The duties of the police encompass enforcing laws, providing protection and service to the community, maintaining security and public order. These tasks are carried out by the Indonesian National Police with the assistance of the community, all while upholding human rights. The Merauke Resort Police in carrying out the mission of the agency is certainly directed at achieving the agency's goal of becoming a protector for the people in order to create domestic security. To achieve this noble goal requires quality human resources. To be considered eligible, these employees must be able to perform their duties efficiently in order to help the organization reach its objectives.

Human resources play a pivotal role in the success of any organization, whether it be an agency or a company. As said by Sunarto (2020), today human resources play a crucial role in the success of any organization. According to Dewi et al. (2021), argues that the element that determines the achievement of the vision and mission of an agency is quality human resources.



Thus, human resources must be directed properly so that they are effective and effective in achieving the mission and goals of the agency. The primary objective is to enhance the performance of team members through effective human resource management. Wardhana (2021) argues that performance is the measure of an employee's output in terms of both quality and quantity when completing assigned responsibilities. However, in reality there are still agencies whose members' performance is not in accordance with what the agency expects. In connection with this, the agency must pay attention to factors that can provide motivation and enthusiasm for its members, so that they can carry out their work properly and responsibly and achieve good work results.

Regarding the achievement of the performance of the Merauke Resort Police, which currently needs to be maintained and improved in the future, it requires the seriousness of the existing employees, besides that it is very necessary to have commitment and career development to the performance of police officers with employee competence so that it becomes a concern for leaders in motivating employees, so that the work program that has been launched can be completed in accordance with the predetermined targets. As it is known that the work commitment of members is expected to increase in performance. Currently, the existing commitment is not fully in accordance with employee expectations, including employee competence that is not in accordance with their place of work, which needs attention from the leadership Wahyu and Salam (2020). Work commitment will make members motivated and have a work drive, so the strength of commitment depends on the strength or weakness of the member's work commitment (Shaleh & Firman, 2018).

One method to enhance the skills and knowledge of employees in alignment with job requirements is by providing education and training to improve their technical expertise, theoretical understanding, conceptual thinking, and overall motivation (Sutrisno, 2017). Professional growth is focused on preparing individuals for upcoming obstacles. It is essential for every company to acknowledge that its survival in the long run is contingent on its workforce (Nawawi, 2015). Mangkunegara (2017) agrees with Nawawi that the purpose of membership activities is to assist members in mapping out their future careers within the organization, allowing both the organization and its members to thrive and grow.

The performance of members of an agency, especially the Merauke Resort Police, continues to emphasize the completion of members' responsibilities, the responsibilities carried out are part of the job or position in the agency, and routinely assesses the effectiveness of the suspension through a performance evaluation process which is the basis for salary increases, incentive promotions, allowances and other types of awards in the agency. Many studies have been conducted on satisfaction with the compensation that members receive from the agency. This issue of compensation will affect morale and discipline at work. Preferably, every agency or institution should offer compensation equivalent to the workload borne by the workforce with equal competence and rewards. Performance also affects competence the results can be measured from the level of competence and have a practical impact on planning human resources. It can be described that the competence of skills and knowledge is more relatively clear and evident in the characteristics of the members (Nurwicaksono et al., 2023). Therefore, in conducting performance appraisals, it must be with a measurement scale based on performance rather than values in the form of written numbers alone.

Based on the results of Efriyaningsih (2017) research, both career development and work commitment play crucial roles in enhancing employee performance. When combined, these factors have a remarkable impact on performance according to empirical studies (Kaseger et al., 2017), the results of his research partially show that career development has no significant effect on employee performance. The organizational commitment performance of the

Merauke Resort Police is linked to the Intelligence Field Coverage indicator report, showing some shortcomings. This raises curiosity about how work commitment, career development, and competency levels affect the overall performance of the Polri members at the Merauke Resort Police.

## 2. Theoretical Review

### 2.1. Work Commitment

Commitment is the willingness of individuals to strive for their skills and dedication and try to become part of the agency where they work, which is done with a willingness to work and do their best and maintain membership in the organization and contribute to achieving agency goals (Luthans & Doh, 2014). This discussion of work commitment relates to people's involvement with the agency where they work and are interested in remaining in that agency. Kreitner and Kinicki (2014) states that work commitment reflects the way individuals actualize themselves with the agency and are bound by its goals. The directors are expected to be able to increase higher work commitment. With high work commitment, it will facilitate the realization of better productivity. Allen and Meyer in Darmawan (2013) divide into three forms of individual work commitment, including: Affective Commitment, Sustainable Commitment, and Normative Commitment.

### 2.2. Career Development

According to Flippo (1986), a career is described as a series of connected work tasks that bring structure and purpose to an individual's life. A profession is a sequence of distinct job tasks that gives a significant role in an individual's personal narrative. According to Marwansyah (2012) career development is a way to develop oneself that is undertaken by individuals in order to achieve their personal career plans. According to Malayu S.P. Hasibuan (2008) in Septyawati (2010) argues that members or employees must develop careers independently and each member is also able to use and develop the potential that exists in him for higher career advancement. The following six ways that individuals can do for career development include: Work achievement, Exposure, Loyalty to the agency, Mentors and Sponsors, Self-development opportunities, Management support, and Feedback.

### 2.3. Performance

According to Moeheriono (2014), performance refers to the evaluation of how effectively planned initiatives are carried out in order to meet the objectives, vision, and mission of an organization as outlined in its strategic plan, while Rizal et al. (2013) argues that performance is the output of responsibilities that have been carried out both in terms of place, time, employees and the agency. Prawirosentono (2008) says the factors that affect performance include: Effectiveness and Efficiency, Authority and Responsibility, Discipline, and Initiative.

### 2.4. Competence

According to Dessler and Varrkey (2012) the characteristics of a member's skills can be proven by the results of his performance referred to as competence. Spencer in Moeheriono (2014) suggests that there is a correlation between a person's qualities and their performance in the workplace, where these qualities can determine their success in specific work roles or scenarios.

Spencer and Spencer in Priansa (2014) divide competence into six indicators, namely 1) Intellectual competence, consisting of: Orientation to achievement, attention to rules, quality, and thoroughness, as well as initiative and search and collection of information. 2) Emotional

competence, consisting of: Interpersonal skills, Service-oriented and customer satisfaction, Impact and influence, Awareness of organization, and fostering work relationships. 3) Social competence, consisting of: Ability to improve members' performance, giving instructions and using positions wisely, Cooperation and organization, and Leading groups.

### 3. Methods

The implementation of a research, of course, feels the importance of the method used (Ohoiwutun et al., 2024; Renyaan, 2023). This method is a tool to achieve research objectives (Patmasari, 2022). Therefore, this research is a quantitative type that is included in causality or explanatory research. According to Creswell (2014) this explanatory design consists of two main designs, namely explanatory research design and predictive research design. The study utilized an explanatory research framework. This design focuses on two (or more) variables, changes in one variable more broadly reflect changes in the other variable. Research data can be obtained from primary and secondary sources.

The study focused on 180 police officers employed at the Merauke Resort Police. Probability sampling was the method used for selecting participants in this research. The selection process for this study was determined through statistical computations utilizing the Slovin Formula according to Umar (2013) at the level of precision set in determining the sample is 10%. According to the calculations conducted, 64 individuals participated in this study, representing approximately 36% of the overall population of Merauke Resort Police members. Questionnaire distribution is a tool for obtaining data in this study. The methods used for analyzing data include Descriptive Statistics and Multiple Linear Regression Analysis. Additionally, this study requires conducting various tests such as Normality Test, Multicollinearity Test, Heteroscedasticity Test, and Model Accuracy Test which evaluates the Coefficient of Determination (Adjusted R square) and Simultaneous Hypothesis Test (F Test).

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Variable Description Analysis

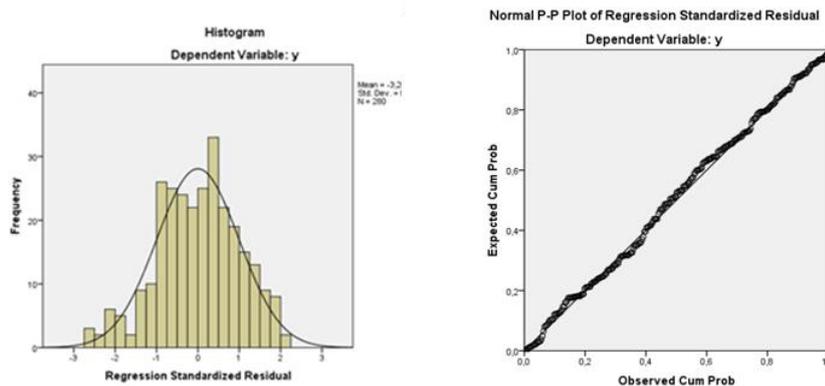
According to the findings of the descriptive analysis, it is evident that the respondents have shown a high level of commitment to their work (mean variable KK = 4.31), career development is at a very good level (mean variable PK = 4.09), member competence is at a good level (mean variable KA = 4.02), and the performance of Polri members is at a good level (mean variable KP = 4.38).

#### 4.1.2. Regression Analysis Results

##### 1) Classical Assumption Test Results

###### A. Normality Test Results

The normality test is used to test whether the data in this study are normally distributed in each research variable. The normality test of data distribution is drawn through a histogram graph and a normal probability plot graph. The results of the normality test are presented in Figure 1.



Source: SPSS Output, Data Processed, 2024

**Figure 1. Histogram Graph and Normal Probability Plot Graph**

The data in the figure appears to follow a normal distribution. The histogram and normal probability plot graphs both show this pattern, with points clustering closely around and following a straight line. The conformity of the data to a normal distribution can also be determined through the One-Sample Kolmogorov-Smirnov Test, as presented in table 1.

**Table 1. One-Sample Kolmogorov-Smirnov Test Results**

		Unstandardized Residual
N		64
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,21792191
Most Extreme Differences	Absolute	,037
	Positive	,031
	Negative	-,037
Test Statistic		,037
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The test results indicate that the asymp.sig. (2-tailed) value exceeds the significance level, with 0.200 being greater than 0.05. Therefore, it can be concluded that the data analyzed in this research exhibit a normal distribution.

**B. Multicollinearity Test Results**

Testing was carried out on the second sub-structure model, namely the work commitment variable (X1), career development (X2), competence (X3), and member performance (Y). With the criteria if the tolerance value  $\geq 0.10$  and the VIF value  $\leq 10$ , then the sub-structure model does not have a multicollinearity problem. The results of the multicollinearity test are presented in table 2.

**Table 2. Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	,252	3,970
	X2	,272	3,678
	M	,550	1,817

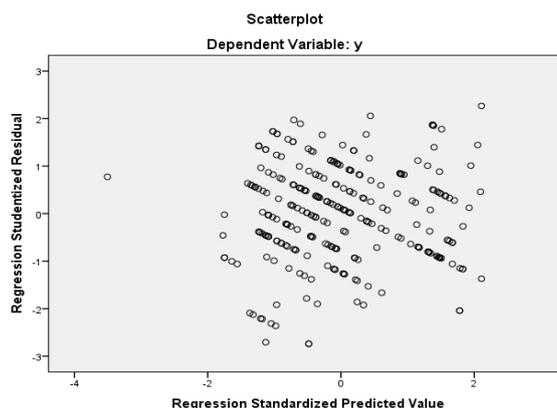
a. Dependent Variable: y

Source: SPSS Output, Data Processed, 2024

Based on table 2, the tolerance value of work commitment, career development and competence are greater than 0.10. In addition, the VIF value of all variables is smaller than 10.00, so it can be concluded that there is no multicollinearity problem in the research model.

### C. Heteroscedasticity Test Results

The heteroscedasticity test examines the regression model to determine if there are discrepancies in variance among the residuals for each data point in the study. When variations in variance are present, it indicates heteroscedasticity. This can be visualized through a scatter plot diagram.



Source: SPSS Output, Data Processed, 2024

**Figure 2. Scatterplot Graph**

According to the scatter plot provided, it can be observed that the data points are not clustered together in a specific pattern. This indicates the absence of heteroscedasticity in further regression analysis.

## 2) Results of Hypothesis Analysis and Testing

### A. Test Coefficient of Determination

The findings from the calculation of the coefficient of determination ( $R^2$ ) indicate that the  $R^2$  value is 0.450. It suggests that within this study model, factors such as dedication to work and skills related to career growth contribute to performance by 45%, while the remaining 55% is impacted by unknown variables not included in the research model.

**Table 3. Model Summary Table Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,671 <sup>a</sup>	0,450	0,446	2,79939

a. Predictors: (Constant), x2, x1

Based on Table 3, the obtained R correlation result is 0.671 so that the R value obtained shows the double correlation value of the work commitment variable (X1), career development (X2) and competence (X3) on performance (Y) has a strong correlation. The R Square value is 0.450 or it can be interpreted that the coefficient of determination is 45%, but for multiple regression, the Adjusted R Square value is used with a value of 0.446 with a large interpretation of the simultaneous influence of this value (0.446) indicating that the influence of the independent variable (X) simultaneously on the dependent variable (Y) is quite strong.

The Adjusted R Square value is at 0.446 or 44.6% of the variables of Performance (Y) among the Merauke Resort Police can be supported by work commitment variables, career development and competence. The 65.4% of the data is impacted by factors not included in the scope of this research. In light of these results, the research's main focus reflects on the following findings:

- a) The results of research on sub-structure 1 explain that work commitment (X1) and career development (X2) have a positive and significant influence on competence (X3). Thus, high and low performance can be explained by work commitment and career development. From the results of the analysis, it is also obtained that the contribution of work commitment (X1) directly to competence is 0.463 while the contribution of career development (X2) to competence is 0.232 with a coefficient of determination of 0.450 or the influence of work commitment and career development on competence is 45%.
- b) According to the study findings, the level of commitment to work does not contribute positively to performance, whereas career advancement has a significant positive impact on performance. The influence of work commitment on performance is minimal at 0.022, compared to the much stronger impact of career development at 0.450.

## B. Partial Hypothesis Testing (t test)

The usage of a t test helps in assessing how each individual variable influences the outcome variable, where the  $t_{table}$  value is 1.650 with  $\alpha = 5\%$ .

## C. Simultaneous Hypothesis Test (F test)

The calculation conducted indicates that the F test results reveal an  $F_{value}$  of 113.186 in the current research model, along with a significance level of 0.000. With these findings, it is obtained that  $F_{value}$  is greater than  $F_{table}$ , namely  $113.186 > 2.6370$  with a significance value of 0.000 less than 0.05. It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. Work commitment and career development positively influence competence simultaneously.

## D. Hypothesis Testing Together (F Test)

The outcome of the F test in the computation indicates that the  $F_{value}$  in this research model is 44.748 greater than the  $F_{table}$  of 2.6370 with a significance value of 0.000 less than 0.05. Then the decision is  $H_0$  rejected and  $H_a$  accepted. Work commitment, career development, and competence all have a combined positive impact on performance.

## E. Partial Hypothesis Testing (t test)

The t test is utilized to assess the impact of individual factors on the outcome variable. An appropriate  $t_{table}$  value of 1.650 was achieved when examining this specific hypothesis.

### a) The effect of work commitment on performance

The effect of work commitment (X1) on performance (Y) partially, obtained the  $t_{value}$  of the work commitment variable of 2.923 and a significance of 0.823. Based on the results of this analysis, it is obtained that the  $t_{value}$  is greater than the  $t_{table}$ , namely  $2.923 < 1.650$  with  $\alpha = 5\%$ , the significance value of 2.923 is greater than 0.05. So, it can be concluded that  $H_a$  is accepted and  $H_o$  is rejected, meaning that the work commitment variable has a positive and significant effect on performance.

### b) The effect of career development on performance

The effect of career development (X2) on performance (Y) partially, obtained a  $t_{value}$  of 4.753 with a significance of 0.000. Based on the results of this analysis, it is obtained that the  $t_{value}$  is greater than the  $t_{table}$   $4.753 > 1.650$  with a significance value of 0.000 which is smaller than 0.05. So, it can be concluded that  $H_o$  is rejected and  $H_a$  is accepted, meaning that the career development variable has a positive and significant effect on performance.

### c) The effect of competence (X3) on performance (Y)

The effect of competence (X3) on performance (Y) partially, obtained  $t_{value}$  of 2.190 with a significance of 0.000. Based on the results of this analysis, it is obtained that the  $t_{value}$  is greater than the  $t_{table}$   $2.190 > 1.650$  with a significance value of 0.000 which is smaller than 0.05. So, it can be concluded that  $H_o$  is rejected and  $H_a$  is accepted, meaning that the competency variable has a positive and significant effect on performance.

## 4.2. Discussion

### 4.2.1. Effect of Work Commitment on Performance

According to the findings from the analysis conducted, it has been observed that a strong work commitment correlates positively and significantly with performance. This indicates that commitment demonstrates the dedication of employees to the organization or company and is a continuous journey facilitated by the focus of the members of the Merauke Resort Police on enhancing their performance and achieving success. The effect of work commitment (X1) on performance (Y) partially, obtained the  $t_{value}$  of the work commitment variable of 0.923 and a significance of 0.823. Based on the results of this analysis, it is obtained that the  $t_{value}$  is greater than the  $t_{table}$ , namely  $0.923 < 8.230$  with  $\alpha = 5\%$ , the significance value of 0.923 is greater than 0.05. It can be inferred that  $H_a$  is supported while  $H_o$  is refuted, indicating that the work commitment factor positively and substantially influences performance. These findings align with previous research conducted by Adhiguna (2014) that analyzes the impact of work commitment on performance found a substantial effect of 21.658, with a significance level of 0.000. Since the significance level is less than 0.05, this regression model is applicable for assessing employee performance.

In this scenario, commitment entails an individual's readiness to continuously support and remain faithful to the organization due to their deep connection and belief in their influence on the organization's success. The study results suggest a strong connection between emotional commitment and the performance of team members. A member/employee may develop affective commitment based on their personal traits, the structure of the organization, the importance of their tasks, their diverse skills, feedback from leaders, and participation in management. Furthermore, age and tenure can also impact affective commitment. Individuals with strong emotional commitment are likely to stay in a particular organization due to their deep belief in the objectives and tasks of the Merauke Resort Police agency. The Merauke

Resort Police agency experiences a phenomenon where members feel emotionally connected to their work, finding it easy and comfortable to work in an agency that caters to their individual needs, including their educational background and work experience, which encourages them to stay in the institution. This suggests that the employee is driven to significantly impact the Merauke Resort Police agency and is prepared to put in more effort for the agency compared to colleagues who are not dedicated to their work.

#### 4.2.2. Effect of Career Development on Performance

After analyzing the results above, it has been determined that career advancement and job performance are positively and significantly linked. The effect of career development (X<sub>2</sub>) on performance (Y) partially, obtained  $t_{\text{value}}$  of 4.753 with a significance of 0.000. Based on the results of this analysis, it is obtained that the  $t_{\text{value}}$  is greater than the  $t_{\text{table}}$   $4.753 > 1.650$  with a significance value of 0.000 which is smaller than 0.05. So it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the career development variable has a positive and significant effect on performance. Kaseger's et al. (2017) research findings suggest that career development has a direct impact on employee performance, as it examines various variables related to career growth.

Establishing a strong career path is crucial for enhancing efficiency, decreasing the urge to seek other opportunities, and enhancing overall work output. One of the motivating factors in working life is the success of a career because members gain the trust to occupy higher positions and prove their ability to bear greater responsibilities (Siagian, 2008). The opportunity for promotion will make members feel more appreciated and cared for so that members feel more comfortable in the agency. Support and attention from superiors also make members feel more enthusiastic in working and feel comfortable to continue their membership in the agency. In addition, coworkers who support each other also make the work atmosphere more conducive so that in the end it will also affect the improvement of member performance.

The phenomenon that occurs in the Merauke Police Resort is the existence of rewards and punishments for employees that are adjusted to their performance every six months. If employees achieve high performance results, they will be given rewards such as bonuses, education, promotions, or transfers, while for low performance results, they will receive warnings, suspensions, demotions, and even dismissals.

#### 4.2.3. Effect of Competence on Performance

The competency description can be seen from the descriptive analysis, where the competency of the Merauke Police Resort members is in the fairly good category. According to the descriptive analysis, the member competency variable has an average score of 22.4321, with a 95% confidence interval estimated to be between 21.9898 and 22.8745. The average score suggests that the member competency falls within the moderate category.

Then influence competence (X<sub>3</sub>) on performance (Y) partially, obtained  $t_{\text{value}}$  of 2.190 with a significance of 0.000. Based on the results of the analysis, information was obtained that  $t_{\text{value}}$  is greater than  $t_{\text{table}}$   $2.190 > 1.650$  with a significance value of 0.000 which is smaller than 0.05. So it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the competence variable has a positive and significant effect on performance. This aligns with the findings of Fadilah et al. (2021) which revealed a strong and positive correlation between employee competency and performance. Similarly, Spencer in Moehariono (2014) suggests that the inherent traits of an individual play a crucial role in determining the level of success or efficiency in their job, serving as a contributing factor to high performance standards in a professional setting or specific circumstances.

Theoretically, competence is a trait that demonstrates an individual's capacity to produce successful outcomes in their work (Dessler, 2012). Agreeing with Tyson (Priansa, 2014) who stated that the concept of competence is often used to refer to the qualities needed to achieve successful outcomes. According to Sudarmanto (2019), competence encompasses the various behaviors that individuals exhibit in the workplace. Competence plays a crucial role in shaping the performance of employees. So it can be concluded that competence will affect member performance. The condition of human resource competence of the Indonesian National Police at the Merauke Resort has worked according to the competencies needed in each field.

## 5. Conclusion

Work commitment is recognized to have a beneficial and substantial impact on performance. This implies that the dedication to ensuring the allegiance of members or workforce to the organization forms a continuous connection through the care of Merauke Resort Police members and the continuation of success and improvement of their performance. The influence of career development on performance has a positive and significant effect. A career that is developed well and gradually will have an impact on improving performance, reducing the desire to move workplaces, and increasing the productivity of member performance. This career development is also a factor that motivates members or employees to produce better work, be confident in pursuing their careers and prove their ability to carry out greater responsibilities. So, promotion opportunities make members or employees feel appreciated and facilitated to develop their abilities by the agency where they work. Competence positively impacts performance in a significant way. This indicates that ability influences various aspects of the job performance process. So, it can be concluded that competence will affect member performance. The competency conditions of the human resources of Indonesian National Police (Polri) at the Merauke Resort have worked in accordance with the competencies needed in each field. It is advised that all members of the Merauke Resort Police focus on self-improvement and loyalty to the police organization. Collaborate with experienced officers to enhance personal skills, which will contribute to the overall efficiency and growth of the police sector, especially within the Merauke Resort.

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