

THE IMPACT OF MOTIVATION AND HUMAN RELATIONS ON POLICE PERFORMANCE: A STUDY OF POLRES LAMPUNG BARAT

Novaria Anggraini¹
Hasrun Afandi Umpusinga²,
Nabila Azura³,
Andala Rama Putra Barusman⁴,
Akhmad Suharyo⁵

Akhmad_suharyo@yahoo.co.id

¹Universitas Bandar Lampung

ABSTRACT

This study investigates the impact of motivation and human relations on the performance of police officers at Polres Lampung Barat. Utilizing a quantitative research design, data were collected from 120 police officers through a Likert scale survey. The analysis, conducted using multiple regression and t-tests, reveals that both motivation and human relations significantly enhance police performance. The findings underscore the importance of fulfilling higher-level needs and fostering a supportive work environment, aligning with theories such as Maslow's Hierarchy of Needs and transformational leadership. This research contributes to the understanding of organizational behavior within law enforcement, offering practical implications for improving police effectiveness and job satisfaction. Future research should explore additional variables influencing performance and conduct comparative studies across different regions.

Keywords: *Motivation, Human Relations, Police Performance, Organizational Behavior, Law Enforcement*

Introduction

In the realm of organizational behavior and human resource management, understanding the factors that drive employee performance is crucial for enhancing organizational effectiveness (Panda, 2011; Vosloban, 2012). Employee performance significantly impacts the overall success and efficiency of any organization. In law enforcement, the performance of police officers is particularly critical, as it directly influences the maintenance of public safety and order. Police officers face unique challenges that require them to be highly motivated and possess strong human relations skills to perform their duties effectively (Bano & Talib, 2017; Blumberg et al., 2019; Daus & Brown, 2012; Kakabadse & Dainty, 1988; Tengpongsthorn, 2017).

Despite the extensive literature on motivation and work environment, there remains a notable gap in understanding how these factors specifically affect police performance in the Indonesian context (M. Y. S. Barusman, 2018; Raharjo, 2021). Most existing studies have focused on Western contexts, leaving a lack of research addressing the cultural and organizational nuances present in Indonesian law enforcement. This gap is significant, as cultural factors can influence both motivation and interpersonal dynamics, affecting job performance in unique ways (M. Y. Barusman & Redaputri, 2018; Buttle et al., 2015; Nugroho et al., 2023).

This study aims to fill this gap by examining the influence of motivation and human relations on the performance of police officers at Polres Lampung Barat. By investigating these factors within the specific cultural and organizational context of Indonesia, this research seeks to provide valuable insights into the dynamics of police performance (Idris et al., 2022; Meho & Christian, 2019; Ratnasari & Prasojo, 2021). The objective is to offer practical recommendations that can enhance organizational effectiveness and employee satisfaction within law enforcement agencies, ultimately contributing to improved public safety and community trust (Anderson & Giles, 2005; Chen et al., 2014; McCarty et al., 2019; McCarty & Skogan, 2012).

In summary, this study seeks to address the gap in the literature by exploring how motivation and human relations impact police performance in Indonesia, focusing on Polres Lampung Barat as a case study. The findings are expected to provide valuable contributions to both academic literature and practical applications within law enforcement, offering insights that can be leveraged to improve the performance and satisfaction of police officers in Indonesia and beyond.

Methodology

This study employs a quantitative research design, utilizing a survey method to collect data from 120 police officers at Polres Lampung Barat. A Likert scale questionnaire was used to measure variables related to motivation, human relations, and performance (Idris et al., 2022; Michaelim & Habiburrahman, 2024). The rationale for choosing this method lies in its ability to quantify attitudes and behaviors, providing a clear picture of the relationships between the studied variables. Data analysis was conducted using multiple regression analysis and hypothesis testing through t-tests to evaluate the significance of the relationships.

The sample was a saturated sample, meaning all members of the population were included in the study. This approach ensures comprehensive data collection and enhances the reliability of the findings (Adi et al., 2021; Jackson, 1980; Kore et al., 2019; Wibawa et al., 2018). The survey focused on aspects such as technical skills, conceptual abilities, and interpersonal relationships, which are critical components of police performance. The study also considered various motivational theories, including Maslow's Hierarchy of Needs and McGregor's Theory X and Y, to understand the underlying factors influencing motivation (Andersson Arntén et al., 2016; Demirkol & Nalla, 2018; Elntib & Milincic, 2021; McCarty et al., 2019; Miller et al., 2009).

Result and Discussion

a. Result

The analysis revealed that both motivation and human relations have a positive and significant impact on police performance at Polres Lampung Barat. Motivation emerged as a key driver of performance, consistent with the theories of Maslow and McGregor, which emphasize the importance of fulfilling higher-level needs and adopting a supportive management approach to enhance employee motivation. The study found that motivated officers were more likely to exhibit high levels of professionalism and commitment to their duties. Specifically, officers who felt recognized and valued by their superiors demonstrated increased dedication and a proactive attitude towards their responsibilities.

In addition to motivation, human relations, characterized by effective communication, mutual respect, and a supportive work environment, played a crucial role in enhancing police performance. The findings align with the principles of transformational leadership, where leaders inspire and develop their subordinates, fostering a positive organizational culture. The study highlighted that officers who experienced positive interactions with colleagues and supervisors were more likely to perform their duties effectively. These officers reported higher levels of job satisfaction and were better equipped to handle the demands of their roles.

b. Discussion

The findings of this study provide valuable insights into the role of motivation and human relations in enhancing police performance within the Indonesian law enforcement context, particularly at Polres Lampung Barat. The results confirm the significant impact of both intrinsic and extrinsic motivational factors on police officers' performance. By addressing officers' needs for achievement, recognition, and personal growth, law enforcement agencies can significantly enhance the overall effectiveness and professionalism of their personnel. This aligns with the theories proposed by Panda (2011) and Vosloban (2012), emphasizing the importance of fulfilling employee needs to boost productivity. Additionally, the results support the concepts of Maslow's hierarchy of needs and McGregor's Theory Y, which suggest that employees are more productive when they are trusted and supported.

Furthermore, the study highlights the critical role of human relations in improving police performance. Creating a supportive and communicative work environment is essential for fostering a culture of trust and collaboration, which in turn enhances performance levels. This finding aligns with the transformational leadership model emphasized by researchers such as Anderson and Giles (2005) and Chen et al. (Chen et al., 2014), which focuses on developing and empowering employees to achieve organizational goals. Effective communication and mutual respect among officers and their leaders contribute significantly to this dynamic, echoing the sentiments of Daus and Brown (2012) and Blumberg et al. (2019).

The insights from this study offer practical implications for police management in Indonesia. Efforts to improve motivation and human relations can significantly enhance police effectiveness and better serve the community. Implementing training programs focused on leadership development, communication skills, and motivational strategies can be beneficial, as suggested by Tengpongsthor (2017) and McCarty et al. (2019). Additionally, fostering a culture of recognition and respect within law enforcement agencies can lead to higher job satisfaction and performance among officers, aligning with the observations made by Bano and Talib (2017) and McCarty & Skogan (2012).

Overall, this study advances the understanding of how motivation and human relations interact to influence police performance, providing a foundation for future research and practice in this area. By focusing on the specific cultural and organizational context of Indonesian law enforcement, this research fills a gap in the literature, offering insights that can enhance organizational effectiveness and employee satisfaction, ultimately contributing to improved public safety and community trust as noted by Raharjo (2021) and Nugroho et al. (2023).

Conclusion

This study underscores the critical role of motivation and human relations in influencing police performance at Polres Lampung Barat. The findings suggest that enhancing these factors can lead to improved performance, professionalism, and job satisfaction among police officers. The research highlights the need for police management to prioritize motivational strategies and cultivate a supportive work environment to achieve organizational goals.

Future research could explore additional variables that may impact police performance, such as leadership styles, training programs, and resource availability. Moreover, comparative studies across different regions or countries could provide a broader perspective on the applicability of these findings. Ultimately, this research contributes to the ongoing discourse on organizational behavior and human resource management, offering valuable insights for enhancing the effectiveness of law enforcement agencies.

References

- Adi, E. N., Eliyana, A., & Hamidah. (2021). An empirical analysis of safety behaviour: A study in MRO business in Indonesia. *Heliyon*, 7(2). <https://doi.org/10.1016/j.heliyon.2021.e06122>
- Anderson, M. C., & Giles, H. (2005). Fairness and Effectiveness in Policing: The Evidence. *Journal of Communication*, 55(4), 872–874. <https://doi.org/10.1111/j.1460-2466.2005.tb03028.x>
- Andersson Arntén, A.-C., Algafoor, N. A., Al Nima, A., Schütz, E., Archer, T., & Garcia, D. (2016). Police Personnel Affective Profiles: Differences in Perceptions of the Work Climate and Motivation. *Journal of Police and Criminal Psychology*, 31(1), 2–14. <https://doi.org/10.1007/s11896-015-9166-5>
- Bano, B., & Talib, P. (2017). Understanding police stress towards a secure and sustainable society. *International Journal of Police Science & Management*, 19(3), 159–170. <https://doi.org/10.1177/1461355717713999>
- Barusman, M. Y., & Redaputri, A. P. (2018). Decision Making Model of Electric Power Fulfillment in Lampung Province Using Soft System Methodology. *International Journal of Energy Economics and Policy* |, 8(1), 128–136. <http://www.econjournals.com>
- Barusman, M. Y. S. (2018). The strategic formulation of competitive advantage on private higher education institution using participatory prospective analysis. *International Journal of Economic Policy in Emerging Economies* , 11(1), 124–132.
- Blumberg, D. M., Schlosser, M. D., Papazoglou, K., Creighton, S., & Kaye, C. C. (2019). New directions in police academy training: A call to action. In *International Journal of Environmental Research and Public Health* (Vol. 16, Issue 24). MDPI. <https://doi.org/10.3390/ijerph16244941>
- Buttle, J. W., Graham Davies, S., & Meliala, A. E. (2015). A cultural constraints theory of police corruption: Understanding the persistence of police corruption in contemporary Indonesia. *Australian & New Zealand Journal of Criminology*, 49(3), 437–454. <https://doi.org/10.1177/0004865815573875>
- Chen, C. M., Lee, H. T., Chen, S. H., & Tsai, T. H. (2014). The police service quality in rural Taiwan. *Policing: An International Journal of Police Strategies & Management*, 37(3), 521–542. <https://doi.org/10.1108/PIJPSM-08-2012-0086>
- Daus, C. S., & Brown, S. (2012). Chapter 11 The Emotion Work of Police. In N. M. Ashkanasy, C. E. J. Härtel, & W. J. Zerbe (Eds.), *Experiencing and Managing Emotions in the Workplace* (Vol. 8, pp. 305–328). Emerald Group Publishing Limited. [https://doi.org/10.1108/S1746-9791\(2012\)0000008016](https://doi.org/10.1108/S1746-9791(2012)0000008016)

- Demirkol, I. C., & Nalla, M. k. (2018). Enhancing Motivation and Job Satisfaction of Police Officers: A Test of High Performance Cycle Theory. *Criminal Justice and Behavior*, 45(12), 1903–1917. <https://doi.org/10.1177/0093854818796873>
- Elntib, S., & Milincic, D. (2021). Motivations for Becoming a Police Officer: a Global Snapshot. *Journal of Police and Criminal Psychology*, 36(2), 211–219. <https://doi.org/10.1007/s11896-020-09396-w>
- Idris, R. S., Firmanda, R., & Herman, H. (2022). Influence of instruction leadership style, task discipline, duty commitment to the performance of police personnel at the directorate of community development of polda kepri. *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 6. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- Jackson, R. A. (1980). Interpretation of research data: Selected statistical procedures. *American Journal of Hospital Pharmacy*, 37(12), 1673–1681. <https://doi.org/10.1093/ajhp/37.12.1673>
- Kakabadse, A., & Dainty, P. (1988). Police Chief Officers: A Management Development Survey. *Journal of Managerial Psychology*, 3(3), 2–45. <https://doi.org/10.1108/eb004434>
- Kore, E. L. R., Kalalo, C. N., Kalalo, J. J., & Lamalewa, F. (2019). Effects of individual characteristics, occupational safety and health on employee performance of PT PLN (Persero) in Merauke regency. *IOP Conference Series: Earth and Environmental Science*, 235(1), 012047. <https://doi.org/10.1088/1755-1315/235/1/012047>
- McCarty, W. P., Aldirawi, H., Dewald, S., & Palacios, M. (2019). Burnout in blue: an analysis of the extent and primary predictors of burnout among law enforcement officers in the united states. *Police Quarterly*, 22(3), 278–304. <https://doi.org/10.1177/1098611119828038>
- McCarty, W. P., & Skogan, W. G. (2012). Job-related burnout among civilian and sworn police personnel. *Police Quarterly*, 16(1), 66–84. <https://doi.org/10.1177/1098611112457357>
- Meho, H., & Christian, F. (2019). Journal of Economics, Business, and Government Challenges Analysis of Government Employee Performance in Keerom Regency, Papua, Indonesia. *Journal of Economics, Business, and Government Challenges*, 2(2), 126–133.
- Michaellim, M., & Habiburahman, H. (2024). Implementation Of Business Strategies In Facing Coffee Industry Competition (Case Study of PT. Ulubelu Cofco Abadi). *International Jpurnal of Economics, Business and Innovation Research*, 03(02), 670–683.
- Miller, H. A., Mire, S., & Kim, B. (2009). Predictors of job satisfaction among police officers: Does personality matter? *Journal of Criminal Justice*, 37(5), 419–426. <https://doi.org/https://doi.org/10.1016/j.jcrimjus.2009.07.001>
- Nugroho, Y. A., Nurdin, N., & Hamka, H. (2023). Employee professional improvement model civil state in resource staff work units state police human power republic of indonesia. *Kontigensi : Jurnal Ilmiah Manajemen*, 11(1), 95–101. <https://doi.org/10.56457/jimk.v11i1.326>
- Panda, S. (2011). Performance Management System: Issues and Challenges. *Management and Labour Studies*, 36(3), 271–280. <https://doi.org/10.1177/0258042X1103600304>
- Raharjo, S. T. (2021). The influence of interpersonal communication and job satisfaction of the members of indonesian national police on work performance through motivation work in indonesian police academy. *Proceedings of the 6th International Conference on Science, Education and Technology (ISET 2020)*, 142–146. <https://doi.org/10.2991/assehr.k.211125.028>
- Ratnasari, O., & Prasojo, L. D. (2021). Management of Educators in Selopamioro State Police School of Yogyakarta Regional Police. *Proceedings of the 4th International Conference on Learning Innovation and Quality Education*. <https://doi.org/10.1145/3452144.3452294>



- Tengpongsthorn, W. (2017). Factors affecting the effectiveness of police performance in Metropolitan Police Bureau. *Kasetsart Journal of Social Sciences*, 38(1), 39–44. <https://doi.org/https://doi.org/10.1016/j.kjss.2016.07.001>
- Vosloban, R. I. (2012). The influence of the employee's performance on the company's growth - a managerial perspective. *Procedia Economics and Finance*, 3, 660–665. [https://doi.org/https://doi.org/10.1016/S2212-5671\(12\)00211-0](https://doi.org/https://doi.org/10.1016/S2212-5671(12)00211-0)
- Wibawa, S. C., Cholifah, R., Utami, A. W., & Nurhidayat, A. I. (2018). Creative Digital Worksheet Base on Mobile Learning. *IOP Conference Series: Materials Science and Engineering*, 288(1), 012130. <https://doi.org/10.1088/1757-899X/288/1/012130>