



The Effect of Reward System and Human Resource Development on Job Performance With Job Satisfaction As A Mediation on State Civil Apparatus In Human Resource Staff of The Indonesian National Police

Merlin Enjel Kalengkongan^{1*}, Pantius Drahen Soeling²

¹Faculty of Administrative Science, University of Indonesia, kalengkonganmerlin@gmail.com

²Faculty of Administrative Science, University of Indonesia, pantiusdrahen@gmail.com

*Corresponding Author: kalengkonganmerlin@gmail.com

Abstract: The performance of State Civil Apparatus is influenced by many factors originating from the internal and external environments. This study highlights the reward system, human resource development, and job satisfaction as factors that influence the performance of State Civil Apparatus. This study aims to analyze the influence of the reward system and human resource development on job performance with job satisfaction as a mediation in the State Civil Apparatus in the National Police. This study will only highlight the assessment of State Civil Apparatus in the Police Human Resources Staff. The sampling technique used in this study was total sampling, so the sample of this study also totaled 131 people. This study uses a post-positivist paradigm. This study adopts Structural Equation Modeling in the form of Partial Least Square (SEM-PLS) using Smart PLS software. This study concludes that (1) the reward system has a positive effect on job performance (2) human resource development has a positive effect on job performance (3) job satisfaction has a positive effect on job performance, (4) the reward system has a positive effect on job satisfaction, (5) human resource development has a positive effect on job satisfaction, (6) the reward system has a positive effect on job performance through job satisfaction as a mediator, and (7) human resource development has a positive influence on job performance through job satisfaction as a mediator.

Keyword: Reward System, Human Resource Development, Job Satisfaction, Job Performance

INTRODUCTION

In Indonesia, the State Civil Apparatus plays an important role in the administration of government and is very important for achieving national goals (Sary et al., 2024; Madjid, 2024). ASN is a human resource tasked with running the government from the highest to the lowest levels, ensuring the provision of public services and implementing various policies. The State Civil Apparatus is essentially the backbone of the bureaucracy (Sihaloho, 2020; Ishma, Myrna, & Susanti, 2025) whose task is to meet the needs of society, the nation, and the homeland.

Civil servants are an integral part of successful and responsive governance. Governments face increasingly complex policy challenges and must operate in a rapidly changing technological, economic, social, and political landscape (Salam et al., 2018; Permana, 2023). To adapt to these challenges and environments, government organizations need competent, dedicated, and mission-oriented civil servants (Aryati, 2020). In this regard, civil servants are the primary resource available to the government to improve public service delivery. Consequently, the composition and management of civil servants are important arenas for policy reforms aimed at improving government performance (Kurniawan et al., 2020; Sunandar et al., 2024). Solving complex challenges, leveraging new technologies to enhance citizen-state interactions, serving diverse and vulnerable populations, and increasing the transparency and legitimacy of government processes are impossible without in-depth consideration of these civil servants.

For Indonesia, since the reform period, which led to the implementation of democratic norms and institutions, the Indonesian civil service has had to face several challenges and has gone through substantial internal changes. From the difficulties caused by the Asian financial crisis, to the extensive decentralization reforms that overturned the centralized bureaucratic structure, to the public health challenges of the COVID-19 pandemic, the State Civil Apparatus has played a significant role in the successes and failures of the Indonesian government over the past 20 years.

In Indonesia, State Civil Apparatus are spread across various agencies from the central to regional levels. In fact, State Civil Apparatus get their positions in organizations that have relatively military characteristics, such as those in the Indonesian National Police. In this police organization, in addition to police members, State Civil Apparatus have their own roles in carrying out their duties and functions. Thus, the performance of State Civil Apparatus in the National Police also has the essence of making the duties and responsibilities of the National Police a success.

One of the things that is highlighted from the State Civil Apparatus is its performance. The performance of the State Civil Apparatus is one of the important aspects in a government organization that is used as the main benchmark in measuring the contribution of human resources to ministries and government institutions in Indonesia (Marlian, Sumadinata, Sari, 2021; Kurniawan et al., 2020). This is related to the duties of government agencies which are required to provide excellent governance services. Therefore, the State Civil Apparatus in various ministries and government institutions in Indonesia must be competent, loyal, productive, and able to maximize their performance.

The performance of State Civil Apparatus is influenced by many factors originating from the internal and external environments (Sepriandy et al., 2023). This study highlights the reward system, human resource development, and job satisfaction as factors that influence the performance of State Civil Apparatus.

The reward system and human resource development for State Civil Apparatus within the National Police will depend heavily on the policies implemented in the National Police organization itself. In the reward system, the main challenge is the implementation of the merit system. The reason is, according to data from the State Civil Apparatus Commission in 2023, only 25% of government agencies were categorized as very good in implementing the merit system. This shows that there are quite serious problems in the field in implementing the merit system. In fact, the merit system regulates the reward mechanism based on the integrity, behavior, and performance of the State Civil Apparatus. Meanwhile, in the context of human resource development, including the Polri organization, it is faced with the challenges of (a) limited commitment which suggests that human resource development is often considered a burden, not an investment to improve performance and public services (Zam, 2024), (b) suboptimal development methods (Lastiwi & Suryono, 2022), (c) a gaping competency gap

(Muhdiyati, Rajab, & Saksono, 2024), (d) ASN talent management has not been a priority so that competency development programs often do not receive adequate support (Irfan, 2020), (e) regulatory dynamics that often change (Erwin, Angelian, & Desmon, 2024), and (f) often hampered by the practice of a spoil system or patronage system, not a merit system (Rachmawati & Ristawati, 2023).

In fact, if we refer to the literature, the Polri organization can benefit from the State Civil Apparatus when its performance is of high quality by implementing a reward system and effective human resource development. Moreover, if important indicators related to job satisfaction are also considered, it will provide added value to the excellence of the State Civil Apparatus owned by the National Police. Therefore, this study aims to analyze the influence of the reward system and human resource development on job performance with job satisfaction as a mediation in the State Civil Apparatus in the National Police.

METHOD

This study will only highlight the assessment of State Civil Apparatus in the Police Human Resources Staff. Although it cannot be generalized, the views expressed by State Civil Apparatus in the Police Human Resources Staff can represent other State Civil Apparatus in the Police environment, considering that the capacity of the Police Human Resources Staff is a reference for regional units as work units that handle human resource management practices in the Police organization. The population of this study was all State Civil Apparatus in the Human Resources Staff of the Indonesian National Police totaling 131 people. The sampling technique used in this study was total sampling, so the sample of this study also totaled 131 people.

This study uses a post-positivist paradigm. The use of the post-positivist paradigm is based on the argument that this study is based on the operationalization of the concept used as a theoretical framework. In terms of the approach used, this study uses a quantitative approach.

This study formulates a research model as shown in Figure 1. This study has 2 independent variables, 1 dependent variable, and 1 mediating variable. The independent variables in this study are reward system and human resource development. Meanwhile, the dependent variable in this study is job performance. The mediating variable in this study is job satisfaction.

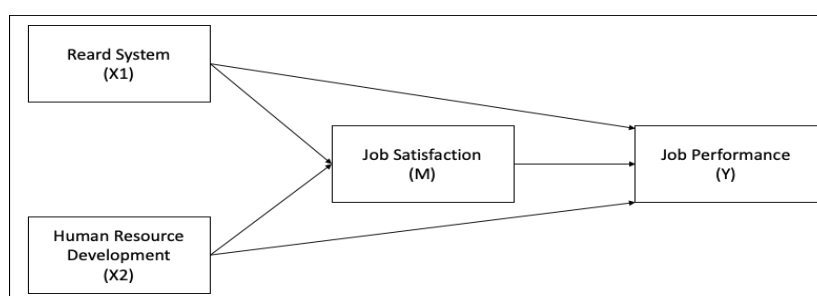


Figure 1. Research Model

By referring to the established research model, this study determines the following hypotheses:

- H₁: Reward System has a positive effect on Job Performance
- H₂: Human Resource Development has a positive effect on Job Performance
- H₃: Job Satisfaction has a positive effect on Job Performance
- H₄: Reward System has a positive effect on Job Satisfaction
- H₅: Human Resource Development has a positive effect on Job Satisfaction

H₆: Reward System has a positive effect on Job Performance through Job Satisfaction as a mediator

H₇: Human Resource Development has a positive effect on Job Performance through Job Satisfaction as a mediator

This study formulates the operationalization of the concept as can be seen in Table 1.

Table 1. Concept operationalization

Variable	Dimensions	Indicators
Job Performance (Koopmans, 2014)	Task Performance	<ul style="list-style-type: none"> • Quality of work • Work planning & organizing • Prioritize work • Work efficiency
	Contextual Performance-Interpersonal	<ul style="list-style-type: none"> • Initiative in work • Receiving and learning from feedback • Team work • Communicate effectively
	Contextual Performance-Organizational	<ul style="list-style-type: none"> • Job responsibilities • User oriented • Work creativity • Accepting challenges at work
	Adaptive Performance	<ul style="list-style-type: none"> • Work resilience • Generating creative solutions when problems arise • Increase knowledge about work • Increase skill about work • Set goals if necessary
	Counterproductive Work Behavior	<ul style="list-style-type: none"> • Displaying excessive negative traits • Doing things that could harm the organization • Doing things that could endanger coworkers • Intentionally making mistakes while working
	Reward System (Edirisooriya, 2014)	Extrinsic Reward
	Intrinsic Reward	<ul style="list-style-type: none"> • Recognition • Responsibility • Learning opportunities
Human Resource Development (Montague, Larkin, & Burgess, 2016)	Education	• Educational programs facilitated by organizations
	Informal training	• Informal training programs facilitated by organizations
	Career development	• Organizations facilitate activities to prepare an individual for career advancement.
	Mentoring	• The organization facilitates a space for sharing experiences and knowledge.
	Coaching	• Organizations facilitate spaces that can solve specific tasks or problems.
	Financial assistance	• The organization provides financial assistance facilities for individual development.
	Organizational development	• The process of directing organizational members in developing themselves to face change.
Job Satisfaction (Bowling & Hammond, 2008)	Job stisfaction	<ul style="list-style-type: none"> • In general, employee satisfaction with their work • In general, employee liking for their work • In general, employee liking for working in their current place

In this study, job performance refers to Koopmans' (2014) opinion which consists of five dimensions, namely task performance, contextual interpersonal performance, contextual

organizational performance, adaptive performance, and counterproductive work behavior. Then, for the reward system variable, this study adopts the opinion of Edirisooriya (2014) which explains extrinsic and intrinsic rewards. Furthermore, the human resource development variable adopts the opinion of Montague, Larkin, and Burgess (2016) which consists of the dimensions of education (formal training), informal training, career development, mentoring, coaching, financial assistance, and organizational development. Meanwhile, the job satisfaction variable adopts the opinion of Bowling and Hammond (2008) which will identify in general employee satisfaction with their work, employee liking for their work, and employee liking to work in their current place.

RESULTS AND DISCUSSION

Sample Description

The sample in this study was selected based on the total sampling technique. This means that in this study there were 131 State Civil Apparatus respondents. This study describes the sample based on gender, education, age, and length of service. First, based on gender, the sample shows 73 male (55.73%) and 58 female (44.27%). Thus, currently, the number of male respondents is greater than the number of female respondents.

Second, based on education, there are 51 people with high school/equivalent education (38.93%), 20 people with Diploma education (15.27%), 45 people with Bachelor's degree (34.35%), 14 people with Master's degree (10.69%), and 1 person with Master's degree (0.76%). This means that currently, the State Civil Apparatus in the Police Human Resources Staff is dominated by employees with high school/equivalent and Bachelor's degree education.

Third, based on age, respondents aged <30 years were 1 person (0.76%), aged 31-35 years were 5 people (3.82%), aged 36-40 years were 12 people (9.16%), aged 41-45 years were 37 people (28.24%), aged 46-50 years were 35 people (28.24%), aged 51-55 years were 24 people (18.32%), and aged 56-60 years were 17 people (12.98%). This means that currently, the State Civil Apparatus in the Police Human Resources Staff is dominated by employees aged 46-50 years and 42-45 years.

Fourth, based on length of service, respondents with length of service <5 years were 2 people (1.53%), 6-10 years were 13 people (9.92%), 11-15 years were 26 people (19.85%), 16-20 years were 42 people (32.06%), 21-25 years were 26 people (19.85%), and >25 years were 22 people (16.79%). This means that currently, the State Civil Apparatus in the Human Resources Staff of the Indonesian National Police is dominated by employees with length of service in the 16-20 years category.

Analysis of Influence Between Variables

This study adopts Structural Equation Modeling in the form of Partial Least Square (SEM-PLS) using Smart PLS software. The results of this analysis are expected to provide solutions to the problems identified in this study. By using this analysis, path coefficients will be obtained that allow us to understand the relationship and influence between certain independent variables on their dependent variables.

The results of the SEM PLS analysis using Smart PLS in this study have produced a model that can be seen in Figure 2.

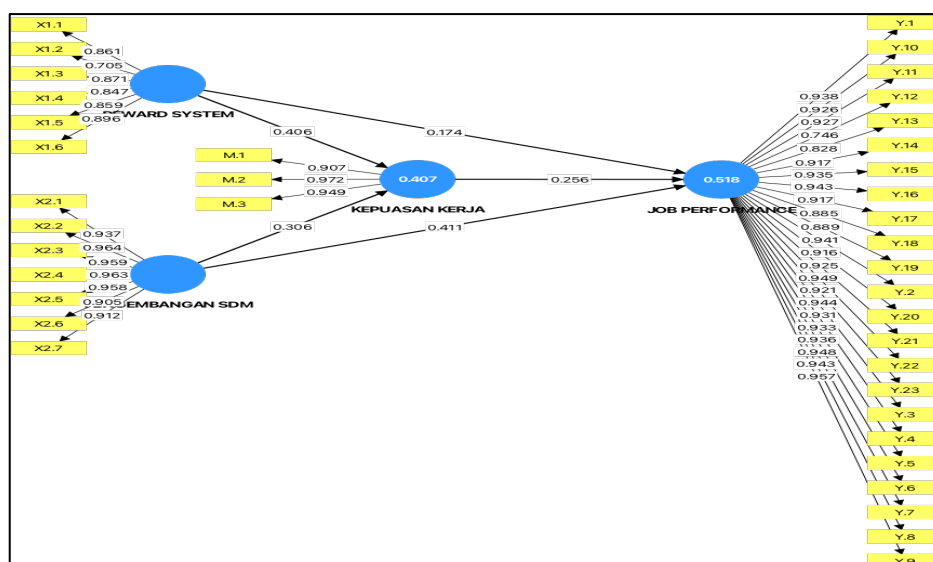


Figure 2. Results of Data Processing

From the model seen in Figure 2, the Goodness of Fit test can be done by looking at the Standard Root Mean Square Residual (SRMR) value. A small SRMR value (generally below 0.08) indicates that the model fits the data. In the model in this study, the results of the SEM PLS analysis using Smart PLS show the SRMR value which can be seen in Table 2.

Table 2. Model Fit

	Saturated model	Estimated model
SRMR	0,053	0,053
d ULS	2,169	2,169
d G	5,561	5,561
Chi-square	2954,205	2954,205
NFI	0,721	0,721

Based on Table 2, the SRMR value shows 0.053, which means it is below 0.08 or it can be said that the model fits the data, so that the relationship between the variables can be further explained.

The results of the SEM PLS analysis using Smart PLS in this study have obtained results from the seven specified relationships. The results of the SEM PLS analysis using Smart PLS related to direct relationships in the context of (1) the influence of the reward system on job performance, (2) the influence of human resource development on job performance, (3) the influence of job satisfaction on job performance, (4) the influence of the reward system on job satisfaction, and (5) the influence of human resource development on job satisfaction can be seen in Table 3.

Table 3. Patch coefficients in direct effect relationship

	Path coefficients
REWARD SYSTEM -> JOB PERFORMANCE	0,174
HUMAN RESOURCE DEVELOPMENT -> JOB PERFORMANCE	0,411
JOB SATISFACTION -> JOB PERFORMANCE	0,256
REWARD SYSTEM -> JOB SATISFACTION	0,406
HUMAN RESOURCE DEVELOPMENT -> KEPUASAN KERJA	0,306

Interpretation of the influence of independent variables (exogenous) on dependent variables (endogenous) can be seen from the path coefficients value. Whether the hypothesis

is positive or negative, the path coefficient is a useful number that shows the direction of the relationship in a variable. The path coefficient value is between -1 and 1. Values that are between 0 and 1 can be expressed as positive, while values that are between -1 and 0 can be expressed as negative.

Based on Table 3, it can be interpreted as follows:

1. Reward system has a positive effect on job performance in State Civil Apparatus in the Human Resources Staff of the Indonesian National Police. This is because the path coefficient value in the relationship between these variables is 0.174, the value of which is in the range of 0 to 1, so it can be stated as positive.
2. Human resource development has a positive effect on job performance in State Civil Apparatus in the Human Resources Staff of the Indonesian National Police. This is because the path coefficient value in the relationship between these variables is 0.411, the value of which is in the range of 0 to 1, so it can be stated as positive.
3. Job satisfaction has a positive effect on job performance in State Civil Apparatus in the Human Resources Staff of the Indonesian National Police. This is because the path coefficient value in the relationship between these variables is 0.256, the value of which is in the range of 0 to 1, so it can be stated as positive.
4. Reward system has a positive effect on job satisfaction in State Civil Apparatus in the Human Resources Staff of the Indonesian National Police. This is because the path coefficient value in the relationship between these variables is 0.406, the value of which is in the range of 0 to 1, so it can be stated as positive.
5. Human resource development has a positive effect on job satisfaction in State Civil Apparatus in the Human Resources Staff of the Indonesian National Police. This is because the path coefficient value in the relationship between these variables is 0.306, the value of which is in the range of 0 to 1, so it can be stated as positive.

Meanwhile, the results of the SEM PLS analysis using Smart PLS related to indirect relationships in the context of (1) the influence of the reward system on job performance through job satisfaction as a mediator, and (2) the influence of human resource development on job performance through job satisfaction as a mediator can be seen in Table 4.

Table 4. Specific indirect effects

	Specific indirect effects
REWARD SYSTEM -> JOB SATISFACTION -> JOB PERFORMANCE	0,104
PENGEMBANGAN SDM -> JOB SATISFACTION -> JOB PERFORMANCE	0,078

Interpretation of the indirect influence of independent variables (exogenous) on dependent variables (endogenous) through mediation variables can be seen from the value of specific indirect effects. The value of specific indirect effects is a value that is useful in indicating the direction of the relationship in variables through mediation, whether a hypothesis has a positive or negative direction. The value of specific indirect effects is between -1 and 1. Values that are between 0 and 1 can be expressed as positive, while values that are between -1 and 0 can be expressed as negative. Based on Table 4, it can be interpreted as follows:

1. Reward system positively influences job performance in State Civil Apparatus in the Human Resources Staff of the Indonesian National Police through job satisfaction as a mediator. In other words, job satisfaction has succeeded in becoming a mediating variable in the relationship between the influence of the reward system on job performance. This is because the value of the specific indirect effects on the relationship of this variable is 0.104, the value of which is in the range of 0 to 1, so it can be stated as positive.

2. Human resource development positively influences job performance in State Civil Apparatus in the Human Resources Staff of the Indonesian National Police through job satisfaction as a mediator. In other words, job satisfaction has succeeded in becoming a mediating variable in the relationship between the influence of human resource development on job performance. This is because the value of the specific indirect effects on the relationship of this variable is 0.078, the value of which is in the range of 0 to 1, so it can be stated as positive.

CONCLUSION

Referring to the research objectives and the results obtained, this study concludes that (1) the reward system has a positive effect on job performance in State Civil Apparatus in the Police Human Resources Staff with a path coefficient value of 0.174, (2) human resource development has a positive effect on job performance in State Civil Apparatus in the Police Human Resources Staff with a path coefficient value of 0.411, (3) job satisfaction has a positive effect on job performance in State Civil Apparatus in the Police Human Resources Staff with a path coefficient value of 0.256, (4) the reward system has a positive effect on job satisfaction in State Civil Apparatus in the Police Human Resources Staff with a path coefficient value of 0.406, (5) human resource development has a positive effect on job satisfaction in State Civil Apparatus in the Police Human Resources Staff with a path coefficient value of 0.306, (6) the reward system has a positive effect on job performance in State Civil Apparatus in the Police Human Resources Staff through job satisfaction as a mediator with a specific indirect effects value of 0.104, and (7) Human resource development has a positive influence on job performance in State Civil Apparatus in the Indonesian Police Human Resources Staff through job satisfaction as a mediator with a specific indirect effects value of 0.078.

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