

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

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Abstract---This study aims at finding out empirically the relationship between interpersonal communication, job satisfaction, and work motivation of the Indonesian National Police (Polri) members on the performance of polri members. This topic was chosen because there was something interesting in the communication within Indonesian Police Academy (Akpól) because of the nature of its semi-military organization. The hypothesis used in this study is that there is a positive relationship between interpersonal communication of Polri members, job satisfaction, and work motivation and the performance of Polri members in Akpól. The subject of the study amounted to 65 people from all Polri members in Akpól who are middle-rank police officers and the sampling technique used was Purposive Random Sampling.

The research data was obtained through 4 scales, namely the Interpersonal Communication Scale of Polri Members, Job Satisfaction Scale, Work Motivation Scale, and Performance Scale of Polri Members. Data analysis was carried out using the Spearman's Rho Correlation Technique with SPSS. The results showed that there was a positive relationship between interpersonal communication between Polri members, job satisfaction, and work motivation and the performance of Polri members in Akpól, *Asymp. Sig. (2-tailed) = 0.000 < 0.05*, so that the hypothesis in this study was accepted.

Keywords: Job Satisfaction, Interpersonal Communication, Work Motivation, and Performance.

I. INTRODUCTION

The existence of police with all its problems, both as an organization, a function and as a task has developed rapidly in Indonesia. The development is almost evenly distributed, to all levels of Polri, from Headquarters level to the first line service level at the Sector Police (Polsek). This development is balanced with the development of social problems in its main communities which have caused internal security disturbances. Consequently, Polri requires more human resources,

the more qualified ones. Human resources are the main factor to make an organization dynamic and more advanced, as Polri is an organization with the main task of maintaining security and public order, enforcing the law, protecting, and serving the community (Law No. 2 of 2002 concerning Indonesian National Police).

Akpól, as an educational institute for establishing the highest police officers, has the duty to provide education to Akpól cadets, the candidates of police officers who later become the future generation of Indonesian National Police leaders and needs to adjust to the development of the societies and complex issues with social problems which potentially cause security disturbance.

Akpól has its own distinctiveness compared to other organizations in general. As an organization which is still semi-military, the communication relationship between leaders and members has a strong hierarchy and holds a strong discipline and a value of obedience to superordinates. According to Robert Pheel, because of the nature of education and the nature of the police, police do require militaristic traits because hierarchy is still needed in its organizational nature (Cordner 2014). In the effort to advance Akpól, competent human resources and good work behavior are needed. Given the importance of human resource factors in achieving goals in all terms (long term, medium and short term), an organization should be able to meet the needs of employees. As Siagian's opinion cited in Adi, 2011: 2, states that human resources are very important in supporting the progress of the organization, in this case other resources and the wealth of the organization remain invaluable capitals. However, humans remain the main factors driving various resources of an organization through its communication capabilities. Communication in an organization has four main functions, namely,

control, motivation, emotional statements and information. Communication also plays a role in controlling members (Robbin and Judge, 2009). This form of communication is vertical communication. In addition to vertical communication, the form of horizontal communication is also deeply considered by Polri members in carrying out their duties. Horizontal communication is a communication among members in an organization. In this research, the form of interpersonal communication of Polri members will be studied.

The job satisfaction of Polri members in Akpol has an influential effect in which it plays a significant important role in creating a good work behavior for its human resources, as Robbins, cited in Adi, 2011: 2, contends that members, who are satisfied will be more productive than members who are not satisfied. This point is related to the motivation of the members concerned (Amzar and Sahuri 2013) with the balance of communication and job satisfaction (Bateman and Organ 1983). Therefore, the effort in creating job satisfaction for Polri members in Akpol is expected to reduce negative behavior that can hamper the work behavior of Polri members in Akpol, as the negative impact of communication.

Based on the results of the interviews conducted by researchers at Akpol, especially to the Polri members who are the linking pin, namely the middle-rank police officers (the rank from Police Commissioner to Senior Police Commissioner), the researchers found differences in perception between Subjects one and Subject two in the first and second interviews. The difference in the assessment of expectations about leadership communication, salary and comfort obtained during the first and second interviews is significantly noticeable. According to Kenny Locke (cited in As'ad, 2004: 105), one's job satisfaction depends on the discrepancy between *should be* (expectation, needs or values) and what according to his feelings or perceptions has been obtained or achieved through work. Thus, people will feel satisfied if there is no difference between what is desired and their perception of the reality because the desired minimum limit has been fulfilled (As'ad, 2004: 105).

A number of factors influencing job satisfaction are facilities, communication, social aspects of work, working conditions, intrinsic factors of work, supervision, organization and management, salary, security/work safety, opportunity for advancement (Glimer cited in As'ad, 2004: 114–5). In addition, Tohardi (in the journal by Made Septiadi and Supartha, 2011: 988) states that there are several key factors affecting

employee's job satisfaction, which include: leadership, communication and physical work environment. When these factors are not met, job dissatisfaction will emerge.

A Job dissatisfaction in an organization can be seen from four different responses within two dimensions, namely: constructive/destructive and active/passive with the following explanation: *exit*: dissatisfaction indicated by leaving the organization, including looking for a new job or resign; *voice*: dissatisfaction indicated by active and constructive efforts for enhancing the condition, including suggestions for betterment, discussion about some issues with the superordinate, and various united activities; *loyalty*: dissatisfaction which is passively but optimistically indicated by waiting for the condition to get better, including talking about the organization in front of external critics, trusting the organization and management to make the right decision; *neglect*: dissatisfaction indicated by passive action to let the condition get worse, including absenteeism or tardiness, making less effort, and increasing error level (Robbins and Judge, 2009: 121).

The researchers reconduct the interview to gather additional data and then find different opinions on the communication at Akpol. This point demonstrates the discrepancy between facts and facts. Communication is one of the important factors in doing activities. The activities among individuals will go well if there is good communication. Similarly, in the context of informal and formal organizations, good communication supports the activities in the organizations, as Chester Barnard (cited in Miftah, 2007: 185) asserted communication is primary because the composition, broadness and scope of an organization depend on the communication. In addition, Katz and Khan (cited in Miftah, 2007: 185) communication is a social process which has the widest relevance to function each group, organization or society.

Communication in an organization takes numerous forms, one of which is communication from superordinate to subordinates. According to Arni Muhammad (2004: 108), there are three primary forms of message flow in the formal communication network which follow communication line as illustrated in the organizational structure, namely *downward communication, upward communication horizontal communication*.

The relationship between superordinate and subordinates is the heart of effective management. According to Muhammad, this relationship can be established if there are trust and openness between superordinate and subordinates

(Muhammad, 2001: 172). The measurement of effective interpersonal management is contingent upon delivered messages as well as the relationship quality. Effective communication of Indonesian police officers will contribute to employees' work, enhanced work of the police officers and the organization goals.

Based on the interview, it is evident that basically the communication in Akpol has been established well. This point can be seen from the interview transcript, in which communication between superordinate and subordinates has run well, and so has the communication among departments. However, it is also revealed that miscommunication still often happens.

From the illustration above, it can be seen that there are discrepancies between theories and facts as well as between facts and facts. For this reason, the researchers are interested in investigating if interpersonal communication, job satisfaction and work motivation of Polri members correlate with their work performance.

The objective of this study is to identify the influence of the interpersonal communication of Polri members, job satisfaction, and work

motivation on job performance of Polri members. The proposed hypothesis in this study indicates that interpersonal communication of Polri members, job satisfaction, and work motivation positively correlate with job performance of Polri members.

II. DISCUSSION

This research was conducted at Akpol with a total population number of 323 Polri members. These Polri members are divided into different departments/fields. The Polri members who represent the linking pin, ranking from Police Commissioner to Senior Police Commissioner, correspond with the characteristics of the research subject. Thus, there were 65 people sampled in this study. From the data, each variable obtained in this study was processed with inferential statistics.

From the data collected, prior to examining the magnitude of the influence among variables, a prerequisite test was carried out, namely a normality test. The Normality Test used was the Kolmogorov-Smirnov test. The following are the results of the normality test using Kolmogorov-Smirnov.

Tabel 1. Normality test results using Kolmogorov-Smirnov

	Job satisfaction	Interpersonal communication	Work motivation	Job performance
N	65	65	65	65
Mean	71.5077	72.7692	54.1385	52.6154
Std.Deviation	2.61679	2.63254	4.13021	2.02092
Absolute Most Extreme Positive Differences	.144	.118	.150	.160
Negative Kolmogorov-Smirnov Z	.139	.118	.150	.111
Asymp.Sig.(2-tailed)				

a. Test distribution is Normal. b. Calculated from data.

From table 1, it can be seen that the value of Asymp. Sig. (2-tailed) was more than 0.05 or 5%, so it can be said that each variable fulfilled the prerequisite normality. Since all variables were normally distributed, a linearity test was subsequently performed.

The result of the linearity test between the variable of interpersonal communication of Polri members and the motivational variable of Polri members indicates that the *Flinier* was 28.194 with $p = 0.000$ ($p < 0.05$). This result shows that there was

a linear relationship between the data on interpersonal communication variable of Polri members and data on motivational variable of Polri members.

The result of the linearity test between the job satisfaction variable of Polri members and the motivational variable of Polri members indicates that the *Flinier* was 44.634 with $p = 0.000$ ($p < 0.05$). This result demonstrates that there was a linear relationship between the job satisfaction variable of

Polri members and the motivational variable of Polri members.

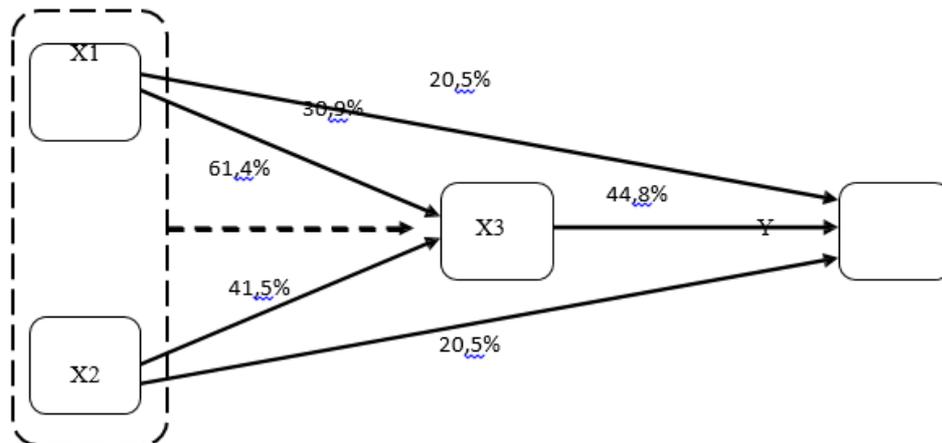
The result of the linearity test between the interpersonal communication variable of Polri members and the job performance variables of Polri members indicates that the *Flinier* was 16.263 with $p = 0,000$ ($p < 0.05$). This result shows that there was a linear relationship between the interpersonal communication variable of Polri members and the job performance variable of Polri members.

The result of linearity test between the job satisfaction variable of Polri members and the job performance variable of Polri members indicates that the *Flinier* was 50,944 with $p = 0.000$ ($p < 0.05$). This result shows that there was a linear relationship between the job satisfaction variable of Polri members and the job performance variable of Polri members.

The result of the linearity test between the motivational variable of Polri members and the job performance variable of Polri members indicates

that the *Flinier* was 51.122 with $p = 0.000$ ($p < 0.05$). This result shows that there was a linear relationship between the motivational variable of Polri members and the job performance variable of Polri members.

The result of the linearity test between the variables of interpersonal communication and the job satisfaction of Polri members and the job performance variable of Polri members indicates that the *Flinier* was 49.245 with $p = 0.000$ ($p < 0.05$). This result shows that there was a linear relationship between the variables of interpersonal communication and job satisfaction of Polri members and the job performance variable of Polri members. The magnitude of the influence of the interpersonal communication variable of Polri members (X1), job satisfaction variable of Polri members (X2), and work motivation variable of Polri members (X3) on the job performance variable of Polri members (Y) is illustrated in the following diagram:



- ❖ The influence of interpersonal communication of Polri members on work motivation of Polri members.
- ❖ The influence of job satisfaction on work motivation of Polri members

A job satisfaction has a significantly positive effect on the motivation of Polri members. This point means that job satisfaction felt by Polri members can influence the motivation of Polri members. The effective contribution of the job satisfaction variable of Polri members to the work motivation of Polri members was 41.50% while the remaining 58.50% was from other variables.

The results of the analysis obtained confirm the theory of Discrepancy Theory, in which this theory explains that an employee will feel satisfied if there is no difference between what is

desired and the perception of the reality. The results of this analysis are in line with the research of Ostroff (1992) which reveals that job satisfaction has a significantly positive effect on employee motivation. The underlying idea is that a job satisfaction is the employees' feeling and judgment on their work in relation to whether their work is able to meet their expectations, needs, and desires. In line with this, Tietjen and Myers (1998) also contend that a job satisfaction positively influences employees' motivation. In this stance, a job satisfaction can be achieved if all expectations can be fulfilled in carrying out work duties so that the work motivation increases and the organizational goals are subsequently achieved

- ❖ The influence of interpersonal communication of Polri members on the job performance of Polri

members.

- ❖ The influence of job satisfaction of Polri members on job performance of Polri members.
- ❖ The influence of work motivation on job performance of Polri members.

A job satisfaction has a significantly positive effect on the motivation of Polri members. This point can be meant the perceived job satisfaction.

The results of the research show that there was a positive relationship between the interpersonal communication, job satisfaction, and work motivation of Polri members and the job performance of Polri members. The higher the interpersonal communication, job satisfaction and the work motivation of Polri members are, the higher the job performance of Polri members will be. The hypothesis testing in this study shows that there was a relationship between the interpersonal communication, job satisfaction, and work motivation of Polri members and the job performance of Polri members. Thus the proposed hypothesis was accepted. The effective contribution of the variables of interpersonal communication, job satisfaction, and work motivation of Polri members to the variable of job performance of Polri members amounted to 27.50%, while the remaining 72.50% was from other variables.

III. CONCLUSION

Based on the results of the study, it can be concluded that there was a positive relationship between the interpersonal communication of Police members, the job satisfaction of Polri members, and the work motivation of Polri members and the job performance of Polri members. This point indicates that the hypothesis proposed in this study was accepted.

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