

Effect Of Human Resources Development, Work Environment And Compensation To Bhabinkamtibmas Performance With Work Satisfaction As Intervening Variables On Bhabinkamtibmas Polres Deli Serdang

Juniar Simanjuntak, Prihatin Lumban Raja, Arlina Nurbaity Lubis

Abstract: The organization's ability to succeed in achieving its goals is supported by internal and external factors of the organization. Performance of employees is generally encouraged by the promotion, promotion, promotion, the initiative, creativity, rewards and others. The purpose of this research is to know and analyze the influence of human resource development, work environment, compensation to job satisfaction, and its impact on police performance amounted to 230 people in Bhabinkamtibmas Deli Serdang Polres in Year 2016. Data collection in this research was conducted through survey approach through descriptive research quantitatively by spreading questionnaires on 147 respondents. Data analysis method used is path analysis (path analysis). The results showed that human resource development, work environment and compensation have positive and significant effect on Bhabinkamtibmas performance. The development of human resources has a positive and significant impact on the performance of Bhabinkamtibmas. The work environment has a positive and significant impact on Bhabinkamtibmas performance. Compensation has a positive and significant effect on Bhabinkamtibmas performance. Human Resource Development. Work environment and Compensation have positive and significant impact on job satisfaction. Development of human resources have a positive and significant impact on job satisfaction. Work environment has a positive and significant impact on job satisfaction. Compensation has a positive and significant impact on job satisfaction. Job satisfaction has a positive and significant effect on Bhabinkamtibmas performance.

Keywords: Development of human resources, work environment, compensation, job satisfaction and performance.

INTRODUCTION

THE Indonesian National Police (Polri) during the New Order era was part of ABRI as one of the military forces, now a civil institution under the President. His philosophy and ideology also shifted from traditional police that focused on law enforcement to a modern police force focused on community service. To achieve the goal of the Police that has the spirit of service then issued some rules to oversee the implementation. One of the regulations is Perkap No.. 3 Year 2015 on Community Policing. No. Perkap. 3 Year 2015 issued by the government belongs to the category of Community Policing carried out by Bhayangkara Pembina Security and Public Order (Bhabinkamtibmas). Traditional Policing is a form of policing where the main orientation of the task is to enforce the law. This policing emphasizes the eradication of crime, the enforcement of applicable law, the capture of criminals, and its success measured by how many crimes can be revealed. This policing overrides the principle of legal benefit and sees society as the object of law enforcement. Community involvement is not required in the performance of duties, only the ability and skills of the police to enforce the law concerned. Juniar Simanjuntak, Prihatin Lumban Raja, Arlina Nurbaity Lubis, Magister Ilmu Manajemen, Fakultas Ekonomi dan bisnis, Universitas Sumatera Utara. Email Correspondences Author: juniarsimanjuntak73@gmail.com Problem oriented policing means policing that is oriented to solving community problems. This problem solving is a police task and its implementation is done by the police itself without the help of the community. In this type of policing the police are required to have good problem-solving analysis capability so as to solve the problems that arise in the community. The focus creates the most appropriate solution to problem solving. The success or failure of the police in providing protection to the community can be explained by the police performance.

Performance is the result of work in quality and quantity achieved by the police in performing its duties in accordance with the responsibilities given to it (Mangkunegara, 2009). In addition, performance can also be interpreted as a result and one's efforts are achieved with the ability and deeds in certain situations. The organization's ability to succeed in achieving its goals is supported by internal and external factors of the organization. Performance of employees is generally encouraged by the promotion, promotion, promotion, the initiative, creativity, rewards and others. However, such a form of reward is not entirely correct, depending on the management system applied by the organization. The right human resource management system is the key to organizational success in achieving its goals. The organization development process must be supported by qualified human resources, which is expected through education and training will produce employees with the nature and attitude and have the responsiveness, initiative and creative and high performance. Education is a cultural process to improve human dignity, through the process of culture to enhance human dignity, through a long and lasting process of life. Education occurs through human interaction, without limitation of space and time. Education does not start and end at school. Education starts from the family environment, is continued and forged in the school environment, enriched in the community environment and its results are used in building private life, religion, family, community, nation, and country. The success of education is influenced by changes and renewal in all components of education. Education is concerned with efforts to prepare the candidate for labor required by an agency or organization so that its emphasis on cognitive, affective and psychomotor ability. In human resources development, the competence values of a policeman / worker can be fostered through an education, development or training program that is

oriented towards actual work demands with an emphasis on skill development, knowledge and ability that will significantly provide a standard of behavior in work systems and processes applied. Training is any attempt to improve the performance of the worker on a particular job that he or she is responsible for, or a job that has to do with the work. Training is more related to improving the skills of the police / workers who have occupied a particular job or task so that more emphasis on skills (skill). Yoder (Mangkunegara, 2009) distinguishes between training terms and developing development, where training is aimed at executing and supervisory personnel. While the development is intended for management level employees. One way to improve the performance of the police is the institution can provide facilities as a support in completing the work. Facilities and infrastructure that among others is a good work environment, both internal environment perusahaan and external environment agencies. Good working environment (good facilities and good infrastructure) or bad (unavailability of supporting facilities and infrastructure) in the agency directly or indirectly will affect the performance of the police, for example, work environment away from the police residence can cause the productivity of the police work to be reduced tired of traveling, dirty work environment, unsafe working environment, uncomfortable working environment, noise. This can all affect the productivity of police work. The influence of a bad work environment can not be eliminated by rewarding. But if the physical condition is so poor that it is impossible to carry out effective work, the police will only respond to other bonuses if they are assured that management will take immediate action to improve working conditions. For non-physical work environment in an agency is very important to be noticed by the head of the agency. Although the non-physical work environment does not directly affect the agency, this non-physical work environment has a direct effect on the working police. Wursanto (2009) referred to it as a psychological work environment defined as "something that concerns the psychological aspect of the work environment". Therefore, non-physical work environment needs to be considered and well planned according to agency needs. Based on Government Regulation Number 57 of 2012 that members of POLRI as other Civil Servants also get 13th month salary allowance. Other compensation obtained by POLRI members is Performance or Remuneration Allowance, as stipulated in Presidential Regulation No. 73/2010 on Employee Performance Awareness (Remunir) in POLRI

Environment. The compensation policy for POLRI members indicates that during this time the government continues to increase the compensation for the police officers so it is expected to increase the work motivation in carrying out its duties and responsibilities to provide protection and service to the community. But the reality so far there are still police officers who have not shown work motivation tall one. This can be seen from the large number of public complaints on the behavior of police officers such as: lack of responsiveness in responding to service requests from the community, delaying the provision of services to the community, deliberately slowing the timing of service delivery for reasons that are unclear, not transparent in terms of service completion and service costs, asking for remuneration from the public in the provision of services, acts of levying of illegal fees, and acts that indicate deviations. Job satisfaction as a pleasant emotional state as a result of a person's perception of his work, whether the work can meet or facilitate the fulfillment of the value of work that is important to the person. This means job satisfaction will lead to productivity, high quality, and high commitment within the organization. This means that the more individuals feel satisfied with their work as a reflection of their workplace, the individual will be more committed to his work, more motivated to be present in the organization and strive to work as well as possible, loyal, more stable and productive so as to benefit the organization. If the individual is seriously involved in his work and is satisfied with his work, then the individual has high organizational commitment. On the contrary if the individual is not involved with the organization seriously and is not satisfied with his work then the individual has a low organizational commitment which is indicated by the negative behaviors as mentioned and described above. Police as the main asset or wealth for the institution which is the protector of society in realizing the purpose of the institution. Therefore, the satisfaction of police work in an organization is very important in order to create a good performance. Police who have high satisfaction in their work have a better performance in carrying out their duties than those who are not satisfied with their work. In general, the purpose of training implementation is to improve the effectiveness and efficiency of police work in implementing and achieving the goals of work programs established by the agency. The type of training of Bhabinkamtibmas Projek has not shown a positive picture for Bhabinkamtibmas in improving the performance, the grievance that Bhabinkamtibmas felt in training can be seen in Table 1.1:

Table 1. Complaints felt Bhabinkamtibmas After Following Training in 2012 – 2016

No	Complain During Followed Training	Total of participant/year				
		2012	2013	2014	2015	2016
1	The training methods provided are not updated	23	30	28	32	25
2	Instructors are less experienced in delivering materials	18	22	23	31	40
3	The material presented does not support Bhabinkamtibmas performance	11	21	23	30	24
4	The number of trainees is not divided based on the main tasks, thus impacting on less conducive training	10	20	28	35	31

Sources : Polres Deli Serdang (2017)

In Table 1 showed the number of grievances felt during the Deli Serdang Deli Service Deliberation training every year is increasing, the training needs at Bhadinkamtibmas Deli Serdang Polres are urgently needed to address various social community problems that can disrupt the security of the environment, but the training that is followed annually has not provided benefits which is positive for each member of the police, since there are still many Bhabinkamtibmas members who have the opportunity to attend the training does not get a positive picture of the training results, then the number of trainees does not match the facilities provided. The phenomenon that occurred in the working environment of the police in Bhabinkamtibmas Deli Serdang Polres which caused the police performance decreased. This can be seen in Table 1.2 below:

Table 2. Description of Working Environment Conditions at Bhabinkamtibmas Deli Serdang Police

No	Atmosphere of work environment	Noted
1	Facilities	1. Inadequate number of police facilities in work, this is marked from many police still use private motorcycle instead of motorcycle R2 given by the institution
2	Infrastructure	2. Mobile used is still limited, so the report to the office late
3	Posts	3. The unavailability of Bhabinkamtibmas post so that there is still a ride in the village government office, so on holidays Bhabinkamtibmas can not occupy his poskonya
4	Relationship with co-workers (non-physical)	4. The lack of public trust in the decisions taken by Bhabinkamtibmas resulted in the community reporting complaints to the police
5	Relationships with superiors (non-physical)	The contents of the report from Bhabinkamtibmas to Kapolres are often not supported with complete data, such as documentation and minutes of meetings / attendance

Source: Deli Serdang Police (2017)

In Table 2, the working environment atmosphere at Bhabinkamtibmas Deli Serdang Polres has not been in line with expectations. This is a problem that causes the performance of the police to decline, the existence of problems in the work environment to provide inconvenience for the police in carrying out the tasks that cause the target that the agency is not expected to achieve, there are still some areas that are considered less good because the temperature conditions in some rooms it is felt less cool, even sometimes feels hot, even the lighting is lacking. This condition causes a sense of uncomfortable for the police. Provision of compensation to the police to provide motivation for the police in performing their duties. The provision of compensation aims to improve the welfare of the police in the hope that the police can work sincerely and improve their work performance. The amount of compensation given to the police from 2012 to 2016 can be seen in Table 3.

Table 3. Total compensation Bhabinkamtibmas Polres Deli Serdang

Salary Component	Compenation Period				
	2012	2013	2014	2015	2016
Basic salary	11.023.560.000	12.321.056.000	11.988.061.000	12.026.125.000	13.217.026.000
Special Allowanced	249.600.000	258.000.000	253.200.000	258.000.000	276.000.000
Operational supportl	-	-	-	1.623.600.000	3.036.000.000
Total	11273.160.000	12.579.056.000	12.241.261.000	13.907.725.000	16.529.026.000

Source: Deli Serdang Police (2017)

Table 3 shows that the compensation from 2012-2016 in Deli Serdang Police Station Bhabinkamtibmas has not been evenly distributed, meaning that there are still Bhabinkamtibmas who have not received their rights in accordance with the prevailing regulations. It can be illustrated that in 2012 to 2014 Bhabinkamtibmas has not received any compensation in the form of operational support of Bhabinkamtibmas. Only in 2015 until now Bhabinkamtibmas provided operational support. Therefore, the police are required to have better performance in developing the target in the achievement for the agency, for the operational support of Bhabinkamtibmas is still very low, for each member get operational support of Rp1.1000.000 for 22 working days, so that the impact for members who far into the villages in charge of having to spend his personal money to cover expenses. In improving the performance of Bhabinkamtibmas has not shown maximum results, it is indicated that there are still many Bhabintibms performing duplicate duties, involved in routine tasks of the Police such as command prompt, PAM UNRAS and others, so that members are not focused on providing services and protection to the community which is in the villages, then still the existence of Bhabinkamtibmas who already have SKEP Kapolres and are close to the community in the village built then transferred to other villages / district and other Satker so that the impact on case handlers can not be solved properly. This is about the number of reports from the community with the number of cases that can be resolved can be viewed in Table 4 below:

Table 4. Community Complaint Report

Year	The number of public complaints	Number of Cases That Can Be Completed
2012	49	10
2013	50	11
2014	70	15
2015	55	24
2016	60	29

Source: Deli Serdang Police (2017)

In Table 4, the number of public complaints has not been resolved properly, there are still many cases that depend on the consistent membership of the case and the lack of synergy between Bhabinkamtibmas and other functions in terms of overcoming the existing problems in the community so as to show the performance of police officers has not been maximized. Based on the background that has been described previously, the researcher is interested to analyze and examine the problems related to the declining performance of

the police.

1.1. FORMULATION OF THE PROBLEM

Based on the background of the previous problem, then the problem formulation is:

1. Is human resource development having a positive and significant impact on job satisfaction at Bhabinkamtibmas Deli Serdang Police?
2. Does the work environment have a positive and significant impact on job satisfaction at Bhabinkamtibmas Deli Serdang Police?
3. Does compensation have a positive and significant effect on job satisfaction at Deli Serdang Police Deliberation Branch?
4. Is human resource development having a positive and significant impact on police performance on Deli Serdang Police Branch?
5. Does the work environment have a positive and significant impact on police performance on Deli Serdang Police Station Bhabinkamtibmas?
6. Does compensation have a positive and significant effect on police performance on Deli Serdang Police Deliberation Branch?
7. Does job satisfaction have a positive and significant impact on Police performance at Deli Serdang Police Station Bhabinkamtibmas?
8. Is human resource development having a positive and significant impact on police performance through job satisfaction at Deli Serdang Police Station Bhabinkamtibmas?
9. Does the work environment have a positive and significant effect on police performance through job satisfaction at Deli Serdang Police Branch?
10. Does compensation have a positive and significant effect on police performance through job satisfaction at Deli Serdang Police Deliberation Branch?

1.2. RESEARCH PURPOSES

The purpose of this study are:

1. To know and analyze the influence of human resource development on job satisfaction at Bhabinkamtibmas Deli Serdang Polres.
2. To know and analyze the effect of work environment on job satisfaction at Bhabinkamtibmas Deli Serdang Polres.
3. To know and analyze the effect of compensation on job satisfaction at Bhabinkamtibmas Deli Serdang Polres
4. To find out and analyze the effect of human resource development on police performance on Bhabinkamtibmas Deli Serdang Police.
5. To know and analyze the effect of working environment on police performance on Bhabinkamtibmas Deli Serdang Polres
6. To find out and analyze the effect of compensation on police performance on Bhabinkamtibmas Deli Serdang Police?
7. To know and analyze the influence of job satisfaction affect on Police Performance at Bhabinkamtibmas Deli Serdang Police.
8. To know and analyze the influence of human resource development on police performance through job satisfaction at Bhabinkamtibmas Deli Serdang Police.
9. To know and analyze the effect of work environment on police performance through job satisfaction at

Bhabinkamtibmas Deli Serdang Police.

10. To know and analyze the effect of compensation on police performance through job satisfaction at Bhabinkamtibmas Deli Serdang Police

1.3. RESEARCH BENEFITS

The benefits of this research are as follows:

1. For Bhabinkamtibmas Deli Serdang Polres, as information in improving police performance at Bhabinkamtibmas Deli Serdang Police.
2. For the Master Program of Management Science Faculty of Economics and Business, in addition to research in the same case to be used and developed.
3. For Researchers, in order to apply theories during the study period and apply the knowledge gained in universities and broaden research horizons.
4. For further researcher as reference in conducting research especially on the influence of Human Resource Development, work environment compensation to job satisfaction and its impact on police performance in Bhabinkamtibmas Deli Serdang Polres.

2. RESEARCH METHODE

2.1 TYPES AND NATURE OF RESEARCH

The type of research used is descriptive quantitative research. Quantitative descriptive research involves collecting data for hypothesis testing or answering questions about the final status of the study subjects (Kuncoro, 2006). The approach used in this study is the survey approach is the activity of collecting data as much as possible about the facts that are supporters of research with the intention to know the status, the symptom to find the similarity of status by comparing with the standard that has been selected or determined (Arikunto, 2006) . The nature of the research is explanatory research Sugiyono (2012) states that, explanatory research is a study that intends to explain the position of independent variables, dependent and intervening studied and the relationship between one variable with other variables.

2.2 LOCATION AND TIME OF RESEARCH

This research will be carried out at all levels of the Deli Serdang Police Station Bhabinkamtibmas, which is located at Jl. Sudirman Street no. 18 Lubuk Pakam Deli Serdang Regency. Time The study was conducted from January 2017 to July 2017.

2.3. POPULATION AND SAMPLE

This research will be carried out at all levels of the Deli Serdang Police Station Bhabinkamtibmas, which is located at Jl. Sudirman Street no. 18 Lubuk Pakam Deli Serdang Regency. Time The study was conducted from January 2017 to July 2017.

2.3.1 Population and Sample

The population in this study were all police officers at Deli Serdang Deli Police Branch of 230 people. According Sugiyono (2012) that the population is a generalization region consisting of objects / subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions.

2.3.2 Sample

The sample is part of the population to be studied and which is considered to describe the population. According Sugiyono (2012) that the sample is part of the number and characteristics possessed by the population. When the population is large, and its research is impossible to study all that exists in the population, for example due to limited funds, manpower and time the study can use samples taken from the population. To determine the required sample with population size is known amounted to 230 people, the researchers used the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information :

n = Number of Samples

N = Total Population

e = Error Level (percent leniency inaccuracy due to sampling error).

Population (N) of 230 people and error rate (e) of 5% then the magnitude sampel adalah :

$$n = \frac{230}{1 + 230(0,05)^2} = 146,03 = 147$$

The number of samples used in the study after the rounding result was 147 people. This research uses random sampling method that is the determination of sample with random system to police at Bhabinkamtibmas Deli Serdang Polres. Sample criteria are in Bhabinkamtibmas Deli Serdang Police. Technique of sampling this research by using proportionate random sampling. Sugiyono (2012) suggests that random sampling is a sampling technique when the population has members or elements that are not homogeneous and proportional. Sampling for each group was done randomly where the selected respondents were police whose serial number was drawn using a random number (random number)

2.3.2.1. Data Collection Techniques

The data collection techniques used in this research are as follows:

1. Questionnaire

Provided a number of written questions to the police at Bhdinkamtibmas Deli Serdang Polres sampled in this study.

2. Documentation Study

Study and analyze data and information obtained fromn documents owned by Bhabinkamtibmas Deli Serdang Police.

3. Observation/Interview

Interviews (interviews) is to conduct interviews directly to obtain the necessary data with the parties who are entitled and authorized.

2.3.2.2. Types and Data Sources

Types and sources of data in this study are primary and secondary data as follows:

1. Primary data, is data obtained directly from the research respondents for subsequent processed researchers, obtained from the questionnaire distribution in order to obtain clear information.

2. Secondary data, is a complementary data related to the

research problem, which is the data that has been processed by Deli Serdang Police Place where the research, in the form of documents on the Deli Serdang Police Deliberation Bhabinkamtibmas. Such as Police Data in Arrangement Data of Departure and data of organizational structure / main task and organization function.

2.3.3. Identification and Definition of Variable Operations

In this study independent variables (Human Resources Development X1), work environment (X2) and compensation (X3) and dependent variable (dependent variable) are: job satisfaction (Z) and dependent variable police performance (Y). Scale technique used in this research is Likert scale which is part of attitudescales type. Likert scale is where the respondent states the level of agree or disagree about various statements about the behavior, objects or events (Sugiyono, 2008). The measurement criteria can be seen in Table 5:

Table 5. Likert Scale Instrument

No	Level of Question	Score
1	Strongly agree	5
2	Agree	4
3	Less Agree / Doubt	3
4	Disagree	2
5	Strongly Disagree	1

Source: Sugiyono (2008)

The operationalization of variables used in this hypothesis can be seen in Table 6 below:

Table 6. Operasionalisasi Variabel

Variable	Operasional Definition	Dimention	Indicator	Measurement Scale
Human Resource Development (X ₁)	Improving Bhabinkamtibmas ability theoretically, general and technical to prepare the implementation of the task in achieving the goal of Deli Serdang Police	1. Training Programme 2. Non Training Programme	Develop knowledge through education Develop skills through training RAKERNIS Sozialitaion Perkap (Rule Kapolri) Coordination Meeting (Rakor)	Interval
Work Environment (X ₂)	A condition, situation, and workplace that causes the police to have high spirit and morale/enthusiasm of work, in order to improve work productivity in accordance with prediction	1.Physical work environment 2.Non physical woek environment	1. Workspace size 2. Workspace layout. 3.Cleaning workplace. 4. Adequacy of work equipment 5. Air temperature 6. Noise Ambience 1.Continuous supervision 2.Working atmosphere by giving encouragement to work 3. Giving appropriate rewards 4. Good treatment	Interval
Compensation (X ₃)	A form of cost which should be issued by Deli Serdang Police in the hope that Deli Serdang Police will be rewarded in the form of work performance from the police	1.Living cost 1.Special allowance d for Bhabinkamtibmas	1. Giving of the principal Salary 2. Husband / Wife Support 1.Performance Benefits 2. Special Allowances 3.Financing the community's potential 4.Operational support	

Job satisfaction (Z)	ompliance between police expectations arising and rewards provided work along with a comfortable environment	1. Job	1. Work support facilities 2. Position of a given job	Interval
		2. Coworkers	1. Support from coworkers 2. Support from the community	
		2. Salary	1. The amount of reward received 2. Clarity of information related to benefit package	
		3. Supervision	1. Objectivity of superior decisions to subordinates 2. Clarity of information from superiors	
Kinerja polisi (Y)	The results of work in quality and quantity achieved by the police in performing their duties accordingly dengan tanggung jawab	4. Promotion	1. Upgrade 2. Police inspector schools (Perwira)	Interval
		1. Job quantities	1. Complete the job with the given time 2. Ability to meet the target 3. Number of jobs done	
		2. Job qualities	1. Complete the job thoroughly 2. Mastering the contents of the work 3. Do not procrastinate 4. Adjust with friend 5. Establish good communication	

Source: Research Results Data Processed (2017)

2.3.4. TEST VALIDITY AND RELIABILITY

In the research, research conclusions in the form of answers or problem solving research highly depends on the quality of the data being analyzed and the instruments used to collect research data. Validity and reliability test were carried out to 30 police officers outside of the research sample at Bhabinkamtibmas Deli Serdang Police.

2.3.4.1. Test Validity

According Ghozali (2008) Test validity is used to measure valid or not valid a questionnaire. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire ". According to

Sugiyono (2008), "If the value of the validity of each question is greater than the correlation coefficient value (r) 0.30 then the questionnaire is deemed to be valid". Validity refers to the extent to which the measuring instrument can perform its function accurately and precisely measure expected. A scaling scale is called valid when the measurement does what it should and measures what should be measured. Validity test is done by one-shot method (one shot metode), where the measurement with this method is done once with the following decision criteria: If it is positive and, then the item is valid. If negative or <, then the item is invalid. The test results of validity of variable instrument, work environment, compensation, job satisfaction and Bhabinkamtibmas

Performance can be seen in Table 3.3 as follows:

Table 7. Test Result of Validity of Human Resource Development Instrument

No	Statement item	r-count	r-table	Noted
1	I can develop my knowledge after the education that has been followed	0.678	0.30	Valid
2	I develop skills through regular training	0.729	0.30	Valid
3	I always attend a Technical Working Meeting that describes the problems that are happening in the field	0.770	0.30	Valid
4	I get socialization Perkap (Regulation Kapolri) which often change	0.739	0.30	Valid
5	I follow Rapar coordination which explains the position of the organization in providing services to the community	0.688	0.30	Valid

Source: Research Results Data Processed (2017)

Based on Table 3.3 it is found that the result of the test of the variable instrument Human resource development has the value of r-count > r-table (0.30). Thus it can be concluded that the whole instrument statement of the variable Human resource development is valid so it can be used in the research.

Table 8. Test Result of Validity of Compensation Instrument

No	Statement item	r-count	r-table	Noted
1	I get a basic Salary that meets the rules of the organization	0.706	0.30	Valid
2	I get a husband / wife allowance that suits my condition	0.545	0.30	Valid
3	I get a performance allowance by considering my work	0.802	0.30	Valid
4	I get a special allowance after obeying the discipline or rules that apply	0.635	0.30	Valid
5	I am getting potential financing for the community to support my working conditions	0.745	0.30	Valid
6	Operational support helps me to reduce the burden or spending while on duty	0.505	0.30	Valid

Source: Research Results Data Process (2017)

Based on Table 9, it is found that the result of testing instrument of compensation variable has r-count value > r-table (0,30). Thus it can be concluded that the whole instrument statement of the compensation variable is valid so it can be used in the research.

Table 9. Test Result Validity Instrument Job satisfaction

No	Statement item	r-count	r-table	Noted	
1	I am satisfied with the work support facilities	7	0.71	0.30	Valid
2	I am satisfied with the given job position	6	0.57	0.30	Valid

3	I am satisfied with the support of my co-worker	8	0.56	0.30	Valid
4	I am satisfied with the support from the community	7	0.75	0.30	Valid
5	I am satisfied with the amount of reward received by comparing the workload	1	0.85	0.30	Valid
6	I am satisfied with the payroll system on time		0.746	0.30	Valid
7	I am satisfied with the objectivity of superior decisions to subordinates		0.778	0.30	Valid
8	I satisfied the clarity of information from superiors		0.745	0.30	Valid
9	I am satisfied with the promotion		0.770	0.30	Valid
10	I am satisfied with the description for the Police Inspector School (Officers)		0.591	0.30	Valid

Source: Research Results Data Processed (2017)

Based on Table 3.6, it was found that the result of instrument test of job satisfaction variable has r-count value > r-table (0,30). Thus it can be concluded that the entire instrument statement of the variable of job satisfaction is valid so it can be used in the research.

Table 10. Test Result of Validity of Bhabinkamtibmas Performance Instrument

No	Statement item	r-calculated	r-table	Noted
1	I finish the job with the given time	0.503	0.30	Valid
2	I have the ability to meet the targets given in completing the job	0.501	0.30	Valid
3	I finished the work done	0.655	0.30	Valid
4	I finish the job thoroughly	0.664	0.30	Valid
5	I master the content of the work	0.554	0.30	Valid
6	I do not procrastinate work	0.537	0.30	Valid
7	I adjust to my friends while dealing with cases	0.562	0.30	Valid
8	I have good communication with colleagues	0.506	0.30	Valid

Source: Research Results Data Processed (2017)

Based on Table 3.7 it is found that the result of Bhabinkamtibmas Performance Instrument Performance Testing test has r-count value > r-table (0,30). Thus it can be concluded that all instrument statements of the Bhabinkamtibmas Performance variable are valid so that they can be used in the research.

2.3.4.2. Test Reliability

According Ghazali (2008) Reliability is a tool to measure a questionnaire that is an indicator of the variable or construct. A questionnaire is said to be reliable or reliable if the answer to the question is consistent or stable over time. Reliability indicates the extent to which a measurement result is relatively consistent when the measurement is repeated two or more times. A questionnaire is said to be reliable or reliable if the answer to the question is consistent or stable over time. Testing of instrument reliability in this study was conducted or analyzed by Cronbach Alpha (α) technique. A variable is said to be reliable if it gives Cronbach Alpha value > 0.60 (Ghozali, 2008). To make it easier to test questions and variables will be

helped by using SPSS (Statistical Packages for the Social Science). A variable is said to be reliable if it gives Cronbach's Alpha value > 0.60. Reliability test results can be seen in Table 11:

Table 11. Instrument Reliability Test Results Variable

Variable	Cronbach's Alpha	Noted
I am satisfied with the objectivity of superior decisions to subordinates	0.801	Reliabel
I satisfied the clarity of information from superiors	0.758	Reliabel
I am satisfied with the promotion	0.781	Reliabel
I am satisfied with the description for the Police Inspector School (Officers)	0.822	Reliabel
am satisfied with the objectivity of superior decisions to subordinates	0.752	Reliabel

Source: Research Results Data Processed (2017)

In Table 12, it can be seen that alpha value for Human Resource Development is 0.801, work environment is 0.758, compensation is 0.781, job satisfaction is 0.822 and Bhabinkamtibmas Performance is 0.752. Thus it can be concluded that all instruments of the statement of variables Human resource development, work environment, compensation, job satisfaction and Bhabinkamtibmas Performance is reliable so that it can be used in research results.

3. DATA ANALYSIS TECHNIQUES

3.1. Descriptive Statistics Analysis

Descriptive analysis is to describe several conditions of the object of research in summary obtained from the data collection or answer questionnaires by respondents. In descriptive analysis is described about the value of each variable such as min, max, average, standard deviation and frequency distribution derived from the questionnaire and data related to the phenomenon that occurs.

3.2. Inferential Statistical Analysis

Data analysis method used in research by using path analysis (path analysis). Path analysis is a developmental technique of multiple linear regression. This technique is used to test the amount of contribution (contribution) shown by the path coefficient on each path diagram of causal relationships between variables X1, X2 and X3 to Z and their impact on Y. "Path analysis is a technique for analyzing the causal relations that occurs at multiple regression if the independent variables affect the dependent variable not only directly but also indirectly. Path analysis serves to determine how much influence the development of human resources, work environment and compensation for police performance at Bhabinkamtibmas Deli Serdang Police. Researchers use the help of Statistic Product and Service Solution (SPSS) program with multiple linear regression model to find the right model. The Multiple Linear Regression Model is formulated as follows: Sub Model I:

$$Z = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

Sub Model II :

$$Y = b_4X_4 + b_5X_5 + b_6X_6 + b_7Z + e_2$$

Where :

Y = Police performance

Z = Job satisfaction

a = Constants

b1 b7 = coefficient of influence of variables X1, X2, X3 and Z

X1 = Human resource development

X2 = Work environment

X3 = Compensation

The statistical tests conducted in this study include:

a. Coefficient of Determination Analysis (R²)

The coefficient of determination (R²) essentially measures how far the model's ability to explain variations of dependent variables (Ghozali, 2008). The coefficient of determination is between zero and one. A small R² value means the ability of independent variables to explain the variation of the dependent variable is very limited. And vice versa, a value close to one means the free variables provide almost all the information needed to predict the variables variables bound.

b. Simultaneous Test / Simultaneous (F-Test)

This test is performed to see if all the independent variables included in the model have simultaneous (simultaneous) effect on the dependent variable. Form of testing is as follows:

Hypothesis 1:

H0: b1, b2, b3 = 0 (human resource development, work environment and compensation have no positive and significant effect on job satisfaction at Bhabinkamtibmas Deli Serdang Polres).

Ha: b1, b2, b3 ≠ 0 (human resource development and work environment have a positive and significant effect on job satisfaction at Deli Serdang Deli Police Branch).

Hypothesis 2:

H0: b1, b2, b3, b4 = 0 (human resource development, work environment, compensation and job satisfaction have no positive and significant effect on police performance at Deli Serdang Police Station Bhabinkamtibmas). Ha: b1, b2, b3, b4 ≠ 0 (human resource development, work environment, compensation and job satisfaction have an effect on the performance of police in positive and significant at Deli Serdang Police Station Bhabinkamtibmas). The influence of independent variables on dependent is tested with 95% confidence interval or at alpha (α) = 5%. To test whether the hypothesis H0 rejected or accepted the use of F test statistics as follows:

If Sig-F ≥ α, then H0 is accepted and Ha is rejected, and

If Sig-F ≤ α, then H0 is rejected and Ha accepted.

c. Partial / Individual Test (t-Test)

Partial test or t-test is to test whether an independent variable has an individual effect on the dependent variable. Form of testing is as follows:

Hypothesis 3:

H0: b5 = 0 (human resource development has no positive and significant effect on job satisfaction at Bhabinkamtibmas Deli Serdang Polres).

Ha: b5 ≠ 0 (Human resource development has a positive and

significant effect on job satisfaction at Bhabinkamtibmas Deli Serdang Polres).

Hypothesis 4:

H0: $b_6 = 0$ (work environment has no positive and significant effect on job satisfaction at Bhabinkamtibmas Deli Serdang Polres).

Ha: $b_6 \neq 0$ (work environment have positive and significant effect to job satisfaction at Bhabinkamtibmas Deli Serdang Polres).

Hypothesis 5:

H0: $b_7 = 0$ (human resource development has no positive and significant effect on police performance on Deli Serdang Police Station Bhabinkamtibmas).

Ha: $b_7 \neq 0$ (human resource development has a positive and significant impact on police performance on Deli Serdang Police Station Bhabinkamtibmas).

Hypothesis 6:

H0: $b_8 = 0$ (work environment has no positive and significant effect on police performance on Deli Serdang Police Station Bhabinkamtibmas).

Ha: $b_8 \neq 0$ (work environment has a positive and significant effect on police performance on Deli Serdang Police Station Bhabinkamtibmas).

Hypothesis 7:

H0: $b_9 = 0$ (compensation has no positive and significant effect on police performance on Deli Serdang Police Station Bhabinkamtibmas).

Ha: $b_9 \neq 0$ (compensation has a positive and significant impact on police performance in Deli Serdang Police Station Bhabinkamtibmas).

Hypothesis 8:

H0: $b_{10} = 0$ (job satisfaction has no positive and significant effect on police performance on Deli Serdang Police Station Bhabinkamtibmas).

Ha: $b_{10} \neq 0$ (job satisfaction has a positive and significant effect on police performance in Deli Serdang Police Station Bhabinkamtibmas).

Next will be tested significance by comparing the level of significance (α) = 5% and sig-t are: Accept H0 if $\text{sig-t} \geq \alpha$ Reject H0 (Accept Ha) when $\text{sig-t} < \alpha$

3.3. CLASSIC ASSUMPTION TEST

The classical assumption test is performed to test the model of a hypothesis. Classical assumption tests include testing: (1) Normality, (2) Multicollinearity and (3) Heteroscedasticity.

1. Normality Test

This test is performed to show the symmetricity of the data distribution. The way to see the residual normality is through the Normal P-Plot graph and statistical analysis as follows:

a. Graph analysis, ie by looking at a normal P-Plot chart that compares the cumulative distribution of the normal distribution.

The basic decision-making is:

1. If the data spreads around the normal line and follows the direction of the diagonal line or the histogram graph shows the normal distribution pattern, then the regression model meets the assumption of normality.

2. If data spreads far from diagonal and slash or does not follow diagonal line direction or histogram graph does not show normal distribution pattern, then regression model does not meet assumption of normality.

b. Statistical analysis, ie by looking at statistical tests Non-Parametric Kolmogrov-Smirnov (K-S). If the result or value of Kolmogrov-Smirnov (K-S) and Asymp.sig (2-tailed) value or probability above 0.05, then the data has met the assumption of normality.

2. Multicollinearity Test

Multicollinearity test aims to determine whether there is a correlation between independent variables (independent variable). If there is correlation then there is a problem multicollinearity. In a good regression model there is no correlation between independent variables. These symptoms can be detected with Tolerance values and Variance Inflation Factor (VIF) values. The low Tolerance value is equal to the high VIF value ($\text{VIF} = 1 / \text{Tolerance}$). Cutoff values or commonly used limits to indicate the presence of multicollinearity are Tolerance values ≤ 0.10 or equal to VIF values ≥ 10 (Ghozali, 2008).

3. Heteroscedasticity Test

Heteroskedastisitas test aims to test whether in a variable regression model occurs inequality of the residual of a observation to another observation. If the variance of the residual remains, then it is called homoskedastisitas and if different variance is called heteroskedastisitas. A good regression model is no heteroscedasticity that can be done by looking at the plot graph, and the Glejser test. The Glejser test can be seen if the independent variable is significantly below 5% statistically, hence indicating the occurrence of heteroscedasticity. If the probability is significant above the 5% confidence level then the regression model does not occur heteroskedastisitas (Ghozali, 2008). How to test whether or not heteroskedastisitas is to see scatter plot, data analysis as follows:

1. If there is a certain pattern, such as the points that exist form a certain pattern that regular (wavy, widened then narrowed), then indicate there has been heteroscedasticity.
2. If there is no clear pattern, as well as the points scattered above and below the number 0 (zero) on the Y axis, no heteroscedasticity occurs.

4. RESEARCH RESULT AND DISCUSSION

4.1 RESEARCH RESULT

4.1.1 Descriptive Object Research

The Indonesian National Police (Polri) is the National Police in Indonesia, directly responsible under the President. The police carry out police duties throughout the territory of Indonesia that is maintaining the security and public order; enforce the law; and provide protection, shelter, and service to the community. The police are led by a Chief of the Indonesian National Police (Kapolri). Since the reformation of the government of 1998, there have been many significant changes, marked by the fall of the New Order government which was replaced by the reformasi government under President BJ Habibie in the midst of various demands of the community in the completion of reform, arose in the demand that the Police be separated from ABRI by the hope of the

Police to become a professional and independent institution, far from the intervention of others in law enforcement. Since 5 October 1998, there has been a debate around the president who wants the separation of Police and Armed Forces within the Police itself, and there have been many similar aspirations. The gesture was then realized by President B.J Habibie through Presidential Decree No.2 of 1999 stating that the Police were separated from ABRI. The separation ceremony of Polri from ABRI was conducted on 1st April 1999 in the field of ABRI Headquarters in Cilangkap, East Jakarta. The separation ceremony was marked by the handover of Panji Tribata Polri from the Chief of General Staff of ABRI Lieutenant General Sugiono to the Secretary General of the Department of Defense and Security, Lieutenant General Fachrul Razi and then given to Police Chief General Pol (Ret.) Roesmanhadi. So since April 1, the Police are placed under the Department of Defense. A year later, the MPR Decree was issued. VI / 2000 and MPR Decree Number VII / MPR / 2000 on the Role of TNI and the role of POLRI, the independence of the Police is under the President directly and immediately to reform the bureaucracy towards an independent, useful and professional Police. [11] This separation is strengthened through the amendment of the 2nd Act of 1945 which the Police are responsible for security and order while the TNI is responsible for defense. On January 8, 2002, Law no. 2 of 2002 on the Police of the Republic of Indonesia by President Megawati Soekarnoputri. The contents of the Act apart from the separation, the Chief of Police is directly responsible to the President than before under the Armed Forces Commander, the appointment of the Chief of Police to be approved by the House of Representatives, the establishment of the National Police Commission to assist the President to make policy and elect the Chief of Police. Police are therefore prohibited from engaging in practical politics and being denied the right to vote and to be elected, subject to public justice from before through military court. Internal police themselves began internal reforms by demilitarizing the police force by removing the military from the Police, changing the paradigm of the armed forces into a professional civil law enforcement institution, the application of the Human Rights paradigm, the withdrawal of the ABRI Faction (including the Police) from the DPR, the change of doctrine, training and the Police's previous police record, and others. Reorganization of the police post-reform is regulated in Presidential Regulation no. 52 of 2010 on the Organizational Structure and Working Procedures of the Police of the Republic of Indonesia. In addition to the Police, during the Reformasi period, there were also many new institutions that were tasked with law enforcement and security policy making such as the Corruption Eradication Commission (2002), National Narcotics Agency (2009), National Agency for Counter-Terrorism (2010), Marine Security Agency (2014). Active police officers can serve in this institution, either being an investigator, a structural official to the leadership. These institutions will coordinate with the Police in accordance with their duties and responsibilities. Apart from the paradigm and the organization, until now the police also clean up slowly discipline and improve the integrity of its members. Given that during the reform period, not a few members of the Police who revealed to the public violated the professional code of ethics even under the law such as corruption, bribery, fat accounts, drugs, etc. In addition to legal cases, mutual attacks between members of the Police and the TNI field and tensions between law enforcement agencies are still coloring the journey of

Police reform. Based on the Decision of the Chief of Police of the Republic of Indonesia No.Pol.KEP/8/II/ 2009 on the change of field manual of Chief of Police No.Pol. : BUJUKLAP/17/ VII/1997 on Babinkamtibmas (Bintara Pembina Kamtibmas) became Bhabinkamtibmas (Bhayangkara Pembina Kamtibmas) from Brigadier level to Inspector. Meanwhile, according to Article 1 number 4 of the Police Regulation No. 3 of 2015 on Community Policing that is meant by Bhabinkamtibmas is the Polmas caretaker in the village/ district such as described into Table 12.

Table 12. *Bhabinkamtibmas is the Polmas caretaker in the village*

No	Gender	Total	
		(Individual)	(%)
1	Female	1	0,68
2	Male	146	98,32
Total		147	100

Source: Research Results Data Processed (2017)

Table 12 shows that most respondents are male sex with 146 people (98.32%) while female respondents are 1 person (0.68%). This indicates that the majority of Bhabinkamtibmas in Deli Serdang Police are male sexes placed in villages in each sub-district. Viewed from the basic tasks and functions Bhabinkamtibmas quite heavy, where people expect Bhabinkamtibmas can always be in the middle of the community when needed both morning, day or night, of course requires strong stamina and ability in serving the community. From the description of the above types of work, the appointment of male police officers is considered more appropriate and appropriate than the female police to carry out the task as Bhabinkamtibmas in Deli Serdang Police in maintaining security and serving the community. Police Women are considered to have physical limitations so that they can not maximally perform their duties as Bhabinkamtibmas. The role of female police still looks very minimal, therefore it needs to be enhanced again the role of women in the Police covering to various sectors. So that later the involvement of women in serving the public can be evenly distributed. Female Police is not just a name. However, the actual reality of the Women's Police and the male Police has an equal role in carrying out its duties.

4.1.2 Characteristics of Respondents by Age
Characteristics of respondents by age in Bhabinkamtibmas Deli Serdang Polres can be seen in Table 13.

Table 13. *Characteristics of Respondents by Age*

No	Ages (Year)	Total (Person)	%
1	20-24	2	1,36
2	25-30	7	4,76
3	31-35	11	7,48
4	36-40	89	60,54
5	41-45	35	23,82
6	> 45	3	2,04
Total		147	100

Sources: Research Results of Data Process (2017)

Table 13 shows the characteristics of respondents by age of majority aged between 36-40 years as many as 89 people (60.54%). By the age of 36-40 years means that police stationed at the posts are more aware or understand about the picture of the work given and have more mature take action in completing the job. Aged between 20-24 years as many as 2 people (1.36%), then aged between 31-35 years as many as 11 people (7.48%), aged between 41-45 years as many as 35 people (23.82%), and aged > 45 as many as 3 people (2.04%). Types of work that require considerable experience and sufficient ability are certainly not obtained from the newly or younger police. Based on the age of majority of Bhabinkamtibmas Deli Serdang Police are categorized as productive age so that Human Resource development needs to be done in the form of training and education so that in carrying out the duties can be implemented well, draw conclusions that are useful for the progress of the organization and members Bhabinkamtibmas have opportunity to have a great career opportunities with positions held at Bhabinkamtibmas Deli Serdang Police.

4.1.3 Characteristics of Respondents by Level of Education

Characteristics of respondents based on education level in Bhabinkamtibmas Deli Serdang Polres can be seen in Table 14.

Table 14. Characteristics of Respondents by Level of Education

No	Level of education	Total (Person)	(%)
1	Senior High School	110	74,83
2	Diploma-DIII	4	2,72
3	Strata 1 (S1)	31	21,09
4	Strata 2 (S2)	2	1.36
Total		147	100

Source: Research Results Data Processed (2017)

In Table 14 shows the characteristics of respondents based on education level majority Bhabinkamtibmas graduate high school education with the number of 110 people (74.83%). This happened because at the time of receipt of Polri brigadir many requested from high school graduates so that from the result of spreading questionnaires more often found from high school graduates, High level of education of Deli Serdang Deli Serdang Senior High School showed an opportunity to participate in human resource development through training and education so that will be able to provide benefits in providing services to the community and assist the community in overcoming the disruption and threats of unauthorized people who create a sense of discomfort for the community, therefore with the level of better education again Bhabinkamtibmas members need to have the knowledge better as an image to protect the community.

4.1.4. Characteristics of Respondents Based on Work Period

Characteristics of respondents based on length of service at Bhabinkamtibmas Deli Serdang Polres can be seen in Table

15 below:

Table 15. Characteristics of Respondents Based on Work Period as Bhabinkamtibmas

No	Worker service (Year)	of Total (Person)	(%)
1	< 5	32	21.77
2	6 –10	92	62.59
3	11 – 15	18	12.24
4	16 – 20	5	3.40
5	> 20	0	0.00
Total Jumlah		147	100

Source: Research Results Data Processed (2017)

In Table 15, the characteristics of respondents with the working period of the majority of the working period of 6-10 years is 92 people (62,59), the working period is 5 years (32 people (21.77%), 11-15 years working period of 18 people (12, 24%) and working period under 16-20 years old as many as 5 people (3.40%), the majority of respondents have a working period of between 6-10 years. The period of work between 6-10 years has included categorized productive in the work, so with that age gives an idea to the agency that job positions will be easier given the experience of more than 5 years of work is easier in analyzing the work and taking action that is useful for the agency. This shows that respondents already have a better experience in addressing such problems overcome the problems/complaints of the community, serve the community well and analyze the work related to the main task of the organization and have the opportunity to develop d by achieving a better career.

4.1.5. Descriptive Statistics Analysis

In the research at Bhabinkamtibmas Resort Polres Deli Serdang, independent variable which is observed is Human Resource Development, Work Environment and Compensation for intervening variable that is Job Satisfaction while dependent variable is Performance Bhabinkamtibmas. Descriptive Statistical Value can be seen in Table 16 as follows:

Table 16. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
X1=Development of Human Resources	147	10	25	18.31	3.78
X2=Work Environment	147	20	45	35.43	6.47
X3=Compentation	147	12	29	21.03	3.75
Z=Job Satisfaction	147	20	45	34.77	6.32
Y=Performance	147	16	38	27.73	5.10
Valid N (listwise)	147				

Sources: Research Results Data Processed (2017)

In Table 16 shows the amount of data from Human Resources Development as much as 147 with minimum value of Human Resource Development that is equal to 10, This indicates that the answer of each respondent from 5 statement answer

category not agree, while the maximum value of Human Resource Development is 25 , This indicates that the answer of each respondent from 5 statements answered category strongly agree. The average of human resource development is 18.31 and the standard deviation from Human Resource Development is 3.78. This shows that the development of human resources is very fluctuating because the difference between the development of human resources maximum with the development of human resources minimum large enough, the standard deviation value Human resource development is smaller than the average value Human resource development. This indicates that the variable of human resource development is normally distributed. The amount of data from work environment is 147 with minimum value Working environment is 20, It shows that answer each respondent from 10 statement answer category not agree, while maximum value of work environment 45, It shows that answer each responder from 10 statements answered the category strongly agree. The average of the working environment is 35.43 and the standard deviation of the working environment is 6.47. This indicates that the work environment is very fluctuating because the difference between the maximum work environment and the minimum working environment is large, the standard deviation value The work environment is smaller than the average value of the work environment. This indicates that the working environment variables are normally distributed. The amount of data from the Compensation of 147 with the minimum value of Compensation is 12, This indicates that the answer of each respondent of the 9 statements answer the category does not agree, while the maximum value of Human resource development of 29, This indicates that the answer of each respondent of the 9 statements answered the agreed category. The average of Compensation is 21.03 and the standard deviation of the Compensation is 3.75. This shows that Compensation is highly fluctuating because the difference between Maximum Compensation and Minimum Compensation is quite large, the standard deviation value of Compensation is less than the average value of Compensation. This indicates that the compensation variable is normally distributed. The amount of data from job satisfaction of 147 with a minimum value of job satisfaction is 20 This indicates that the answers of each respondent from 10 statements answered the category does not agree, while the maximum value of job satisfaction of 45, This indicates that the answer of each respondent from 10 statements answered the category strongly agree. The average of job satisfaction is 34.77 and the standard deviation of job satisfaction is 6.32. This shows that job satisfaction is very fluctuating because the difference between the maximum job satisfaction with minimum job satisfaction is big enough, the standard deviation value Job satisfaction is smaller than the average value of job satisfaction. This indicates that job satisfaction variable is normally distributed. Amount of data from Bhabinkamtibmas performance is 147 with minimum value Bhabinkamtibmas performance that is equal to 16, It shows that answer each respondent from 8 statement answer category not agree, while maximum value of performance of Bhabinkamtibmas equal to 38, It shows that answer responder of the 8 statements answered the category strongly agree. The average of Bhabinkamtibmas Performance is 27.73 and the standard deviation of Bhabinkamtibmas performance is 5.10. This shows that Bhabinkamtibmas performance is very fluctuating because the difference between Bhabinkamtibmas maximum

performance and Bhabinkamtibmas minimum performance is quite large, the standard deviation value of Bhabinkamtibmas performance is smaller than the average performance value of Bhabinkamtibmas. This indicates that Bhabinkamtibmas performance variables are normally distributed. Measurement criteria for the explanation of respondents to variables Human resource development, Compensation, Job satisfaction and Bhabinkamtibmas performance by using interval scale instruments can be seen in Table 17:

Table 17 Interval Scale Instrument

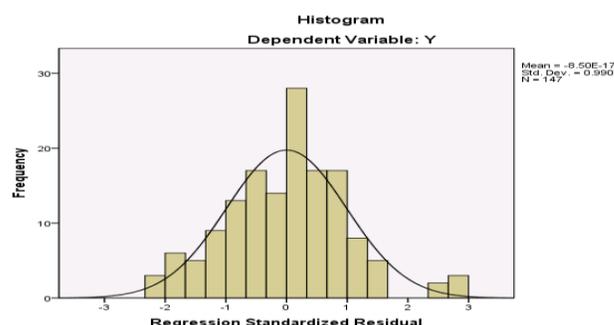
No	Question	Score
1	Very Not Good	1.00 – 1.80
2	Not good	1.81 – 2.60
3	Not good	2.61 – 3.40
4	Good	3.41 – 4.20
5	Very good	4.21 – 5.00

4.1.5. Classical Assumption Testing

Before performing hypothesis testing of this research, firstly tested the classical assumptions to ensure that multiple regression test can be used or not. If the classical assumption test has been fulfilled then multiple linear regression test equipment can be used.

4.1.5.1. Normality Test

Normality test is used to find out a regression has normal distribution or not. In the graph analysis the scatter diagram of the SPSS data results with the conclusion that if the data spread around the diagonal line and follow the direction of the diagonal line, then the model has met the assumption of normality and vice versa if the data spread far from the diagonal line then the model does not meet the assumption of normality. Normality test results can be seen in Figure 4.10 as follows:



Source: Research Results Data Processed (2017)

Figure 1. SPSS scattering diagram

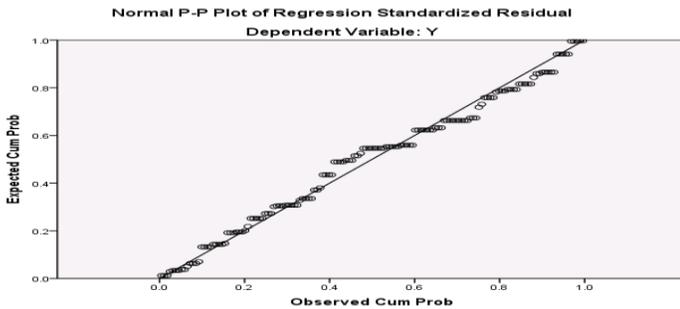
Figure 1 shows the data spreading around the diagonal line. This explains that the data diregresi in this study normal distribution and explained into Table 17 below.

Table 18. Value of Kolmogrov-Smirnov (K-S)

		Unstandardized Residual
N		147
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.68370951
Most	Absolute	.081

Extreme Differences	Positive	.073
	Negative	-.081
Kolmogorov-Smirnov Z		.982
Asymp. Sig. (2-tailed)		.290
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Research Results Data Processed (2017)



In Table 18 shows the value of Kolmogorov-Smirnov (K-S) with Asy p.sig (2-tailed) of 0.290 above 0.05 then the model that has been tested in this study is normally distributed.

4.1.5.2. Test of Multicollinearity

Multicollinearity test is a situation where two or more independent variables strongly influence each other. A regression model is said to be free from multicollinearity problems if it has a VIF value <10 and has a tolerance value above 0.1. The results of multicollinearity testing can be seen in Table 19.

Table 19. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1	.320	3.126
X2	.223	4.477
X3	.221	4.529

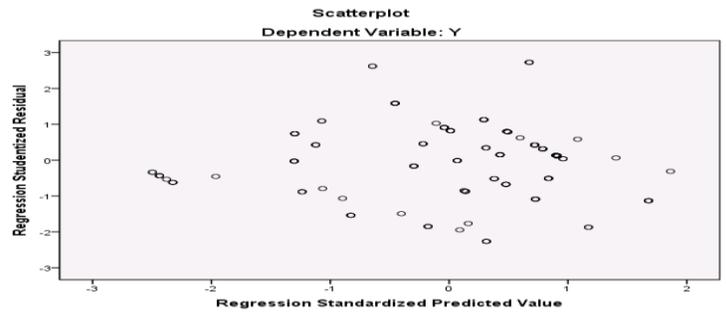
a. Dependent Variable: Y

Source: Research Results Data Processed (2017)

In Table 19 shows the VIF and tolerance values of all variables in this study did not experience multicollinearity. This is indicated by both independent variables having VIF values less than 10 and tolerance values above 0.1. The test results show that in the independent variable model does not occur multicollinearity.

4.1.5.3 Heteroscedasticity Test

The heteroscedasticity test aims to test in a regression model a variance of variance inequality from one observation to another. Detection of whether or not the problem of heterokedastisitas in a regression model can be done by looking at the pattern of points on a scatterplot graph with the basis of decision making that if there is a certain pattern such as the points form an orderly pattern there has been heterokedastisitas. If there are no clear patterns and sporadic spreading dots, there is no heterokedastisitas. Results of heteroscedasticity testing can be seen in Figure 2:



Source: Research Results Data Processed (2017)

Figure 3. Heteroscedasticity Test

In Figure 3, the spread point does not form certain patterns and spreads well above the 0 on the axis of Regression Studentized Residual (Y). The results of this test show that the regression model is free from heteroscedasticity problem so that the regression model is suitable to predict the Bhabinkamtibmas performance variable based on the independent variable.

4.1.6. Hypothesis Test I Influence Human Resource Environment and Compensation for Performance Serdang Police

4.1.6.1. Analysis of Multiple Linear Regression Equations

A good regression equation model that meets the classical assumption requirements is that all data is normally distributed, the model must be free of multicollinearity symptoms and free from heterokedastisitas. From the previous analysis it has been proven that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is considered good. Based on the result of multiple linear regression equation obtained result as in Table 20.

Table 20. Regression Test Results I Development of human resources, Work environment and Compensation

Model	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
				Lower Bound	Upper Bound
1 (Constant)		2.198	.030	.290	5.465
X1	.180	2.322	.022	.036	.451
X2	.329	3.541	.001	.115	.405
X3	.391	4.181	.000	.281	.784

Source: Research Results Data Processed (2017)

Based on Table 20 then the multiple linear regression equation in this study are:

$$Y = 0.180X1 + 0.329X2 + 0.391X3$$

1. Regression coefficient X1 for variable Development of human resources is positive value 0.180 means the influence of Human Resource development in the direction of improving Bhabinkamtibmas performance. This shows that the development of human resources has a positive

- influence in improving Bhabinkamtibmas performance.
- Regression coefficient X2 for work environment is positive 0,329 means the influence of work environment in the direction of performance improvement Bhabinkamtibmas. This shows that the work environment has a positive influence in improving Bhabinkamtibmas performance.
 - Regression coefficient X3 for Compensation of positive value 0.391 means the effect of direct compensation with performance improvement Bhabinkamtibmas. This shows that Compensation has a positive influence in improving Bhabinkamtibmas performance.

4.1.6.2 Coefficient of Determination (R²)

The coefficient of determination is a quantity indicating the magnitude of Bhabinkamtibmas performance variations that can be explained by the development of human resources, work environment and compensation. The coefficient of determination is used to measure the extent of human resource development, work environment and Compensation in explaining Bhabinkamtibmas performance. The value of determination coefficient is determined by Adjusted R square value can be seen in Table 21:

Table 21. Coefficient of Determination (R square) Hypothesis I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851 ^a	.724	.718	2.71171

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

Source: Research Results Data Processed (2017)

In Table 21 obtained Adjusted R Square value of 0.718 which means that the Development of human resources, Work environment and Compensation can explain the variation of Bhabinkamtibmas performance of 71.8% and the remaining 28.2% influenced by other variables outside of the variable researched.

4.1.6.3 Simultaneous Test

The simultaneous test / F test is conducted to determine the positive level and significance of Human Resource Development, Work Environment and Compensation for Bhabinkamtibmas performance. The results of testing F test in this study can be seen in Table 22:

Table 22. Results of Hypothesis Testing I Simultaneously

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2753.118	3	917.706	124.800	.000 ^a
	Residual	1051.535	143	7.353		
	Total	3804.653	146			

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

Source: Research Results Data Processed (2017)

In Table 22, we get the result of Fcount of 124,800 while Ftable at $\alpha = 0,05$ with degree of numerator 3 and degree of denominator 143 obtained Ftable equal to 2,45 then from this result known $F_{count} > F_{table}$ and significance 0.000 or less than $\alpha = 0,05$ so the position of the significance test point is in the rejection region H0. Thus it can be concluded that H1 accepted which means Human Resource Development, Work

Environment and Compensation together have a positive and significant effect on Bhabinkamtibmas performance. This shows that with the development of human resources, Work environment and Compensation can improve Bhabinkamtibmas performance.

4.1.6.4 Partial Test

The results of partial hypothesis testing can be seen in Table 23.

Table 23. Test Results Hypothesis I Partially/Test t

Model	Standar dized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B	
				Lower Bound	Upper Bound
1	(Constant)	2.198	.030	.290	5.465
	X1	.1802.322	.022	.036	.451
	X2	.3293.541	.001	.115	.405
	X3	.3914.181	.000	.281	.784

Source: Research Results Data Processed (2017)

Based on Table 23, then obtained partial test results as follows:

- T count value for Human Resource Development (2,322) is bigger than ttable (1.65), or sig t value for Human Resource Development (0,022) smaller than alpha (0,05). Based on the results obtained then reject H0 and receive H1 for Human Resource Development. Thus, partially Human Resource Development has a positive and significant impact on Bhabinkamtibmas performance, meaning that the development of human resources significantly affect the performance of Bhabinkamtibmas.
- The Tcount value for the Work environment (3,541) is greater than the ttable value (1.65), or the sig t value for the Work environment (0.001) is smaller than the alpha (0.05). Based on the results obtained then reject H0 and receive H1 for Work environment. Thus the work environment partially positively and significantly to the performance Bhabinkamtibmas, meaning that the work environment given to Bhabinkamtibmas give a real impact in improving Bhabinkamtibmas performance. From the results show that dominant work environment influence Bhabinkamtibmas performance means Work environment is more decisive in improving Bhabinkamtibmas performance.
- The computed value for Compensation (4.181) is greater than the ttable value (1.65), or the sig t value for Compensation (0.000) is smaller than alpha (0.05). Based on the results obtained then reject H0 and receive H1 for Compensation. Thus partially Compensation has a positive and significant effect on Bhabinkamtibmas performance, meaning that the Compensation given to Bhabinkamtibmas gives a real impact in improving Bhabinkamtibmas performance.

4.1.6.5. Hypothesis Test II Effect of Human Resources Development, Work Environment and Compensation to Job Satisfaction at Bhabinkamtibmas Deli Serdang Police

4.1.6.5.1 Analysis of Multiple Linear Regression Equations

Based on the result of multiple linear regression equation obtained results as in Table 24:

Table 24. Regression Test Result II Human Resource Development, Work Environment and Compensation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.185	1.114		1.064	.289
	X1	.413	.089	.247	4.627	.000
	X2	.410	.062	.420	6.580	.000
	X3	.546	.108	.324	5.042	.000

a. Dependent Variable: Z

Source: Research Results Data Processed (2017)

Based on Table 4:18 then multiple linear regression equation in this study are:

$$Z = 0.247X1 + 0.420X2 + 0.324X3$$

1. Regression coefficient X1 for variable Development of human resources is positive value 0.247 means the influence of Human Resource Development in the direction of increasing job satisfaction. This shows that the development of human resources have a positive effect in improving job satisfaction.
2. Regression coefficient X2 for work environment is positive value 0,420 means influence Work environment direction with increasing job satisfaction. This shows that the work environment has a positive effect in increasing job satisfaction.
3. Regression coefficient X3 for Compensation positive value 0.324 means the effect of direct compensation with increasing job satisfaction. This shows that Compensation has a positive effect in increasing job satisfaction.

4.1.6.5.2 Coefficient of Determination (R²)

Coefficient of determination is a quantity that indicates the amount of variation Job satisfaction that can be explained by the Development of human resources, Work environment and Compensation. The coefficient of determination is used to measure how much Human Resources development, Work environment and Compensation in explain Job satisfaction. Determination coefficient value determined by Adjusted R Square value can be seen in Table 25:

Table 25. Coefficient of Determination (R square) Hypothesis II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933 ^a	.870	.867	2.30670

a. Predictors: (Constant), X3, X1, X2

Source: Research Results Data Processed (2017)

Model R Square Square Adjusted R Square Std. Error of the Estimate 1 .933a .870 .867 2.30670

a. Predictors: (Constant), X3, X1, X2

Source: Research Results, 2017 (data processed) In Table 24 obtained Adjusted R Square value of 0.867 which means that the ability of Human Resource Development, Work Environment and Compensation can explain the variation of Job satisfaction of 86.7% and the rest of 23.3% influenced by other variables outside of variables studied.

4.1.6.5.3 Simultaneous Test

The simultaneous test / F test is conducted to determine the

positive level and significance of Human Resource Development, Ability, Communication and Compensation to Job Satisfaction. The results of testing F test in this study can be seen in Table 4:20:

Table 25. Results of Hypothesis II Testing Simultaneously

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	5080.708	3	1693.569	318.288	.000 ^a
	Residual	760.884	143	5.321		
	Total	5841.592	146			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Z

Source: Research Results Data Processed (2017)

In Table 25 obtained Fcount of 318,288 while Ftable on $\alpha = 0.05$ with degrees of numerator 3 and degrees of denominator 143 obtained Ftable of 2.45 then from this result is known $F_{count} > F_{table}$ and significance 0.000 or smaller than $\alpha = 0.05$ so the position of the significance test point resides in the rejection region H_0 and Receives H_1 . Thus it can be concluded that H_1 accepted which means the development of human resources, work environment and Compensation together have a positive and significant impact on job satisfaction.

4.1.6.5.4 Partial Test

The results of partial hypothesis testing can be seen in Table 26:

Table 26. Hypothesis Test Results II Partially/Test t

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.185	1.114		1.064	.289
	X1	.413	.089	.247	4.627	.000
	X2	.410	.062	.420	6.580	.000
	X3	.546	.108	.324	5.042	.000

a. Dependent Variable: Z

Source: Research Results Data Processed (2017)

Based on Table 26 then obtained partial test results as follows:

1. The t calculated value for the development of human resources (4,627) is greater than the ttable (1.65), or the sig t value for the development of human resources (0,000) less than alpha (0.05). Based on the results obtained then reject H_0 and receive H_1 for Human Resource Development. Thus, the partial Development of human resources have a positive and significant impact on job satisfaction, which means the development of human resources have a significant effect in improving job satisfaction.
2. The Tcount value for the Work environment (6,580) is greater than the ttable value (1.65), or the sig t value for the Work environment (0,000) is smaller than the alpha (0.05). Based on the results obtained then reject H_0 and receive H_1 for Work environment. Thus the work environment partially positive and significant impact on job satisfaction, which means with the work environment given to Bhabinkamtibmas give a real impact in improving job satisfaction. From the results show that dominant work environment influence Job satisfaction means Work environment is more decisive in increasing job satisfaction.

3. The computed value for Compensation (5,042) is greater than the ttable value (1.65), or the sig t value for Compensation (0.000) is smaller than alpha (0.05). Based on the results obtained then reject H0 and receive H1 for Compensation. Thus partially Compensation has a positive and significant impact on job satisfaction, that is, with the Compensation given to Bhabinkamtibmas gives a real impact in improving job satisfaction. From the results show that the dominant Compensation affect Job satisfaction means that Compensation is more decisive in increasing job satisfaction.

4.1.6.5.5. Hypothesis Test III Effect of Job Satisfaction on Bhabinkamtibmas Performance at Bhabinkamtibmas Deli Serdang Police

4.1.6.5.5.1 Analysis of Multiple Linear Regression Equations Based on the result of multiple linear regression equation obtained result as in Table 27:

Table 27. Regression Test Result III Job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	7.511	1.642	4.573	.000
	Z	.582	.046	.721	12.515

a. Dependent Variable: Y

Source: Research Results Data Processed (2017).

Based on Table 4.22 then multiple linear regression equation in this research are:

$$Y = 7.511 + 0.582Z$$

The regression coefficient Z for the job satisfaction variable is positive value 0.582 means the influence of work satisfaction in the same direction with the improvement of Bhabinkamtibmas performance. This shows that job satisfaction has a positive effect in improving Bhabinkamtibmas performance.

4.1.6.5.5.2. Coefficient of Determination (R²)

The coefficient of determination is a quantity showing the amount of Bhabinkamtibmas performance variation that can be explained by job satisfaction. The coefficient of determination is used to measure how much job satisfaction in explaining Bhabinkamtibmas performance. The coefficient of determination is determined by the value of R square can be seen in Table 28:

Table 28. Coefficient of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	7.511	1.642	4.573	.000
	Z	.582	.046	.721	12.515

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	7.511	1.642	4.573	.000
	Z	.582	.046	.721	12.515

a. Dependent Variable: Y

a. Predictors: (Constant), Z

Model R Square Square Adjusted R Square Std. Error of the Estimate is 1 .721a .519 .516 3.55154 Source: Research Results Data Processed (2017) Table 28 Determination Coefficient Value (R square) Hypothesis III In Table 28 obtained the value of coefficient of determination (R square) of 0.516 which means that the ability of Job satisfaction can explain the variation of Bhabinkamtibmas performance of 51.6% and the rest of 48.4% influenced by other variables outside of the variables studied. Based on Table 28, the partial test results are obtained as follows: The t calculated value for job satisfaction (12,515) is greater than the ttable value (1.65), or the sig t value for Job satisfaction (0.000) is smaller than alpha (0.05). Based on the results obtained then reject H0 and receive H1 for job satisfaction. Thus, partially Work satisfaction has a positive and significant effect on the performance of Bhabinkamtibmas means Job Satisfaction has a significant effect on improving Bhabinkamtibmas performance.

4.1.6.5.5.3 Effect of Human Resource Development, Work Environment and Compensation on Bhabinkamtibmas performance through Job Satisfaction as intervening variable at Bhabinkamtibmas Deli Serdang Police Based on the results of partial test (t test) the first substructure and second substructure that is the influence of Human Resource Development, Work Environment and Compensation to Bhabinkamtibmas performance through job satisfaction as intervening variable at Bhabinkamtibmas Deli Serdang Polres. Results of research through SPSS output obtained regression equation that is

$Y = 0,180X_1 + 0,329X_2 + 0,391X_3$ dengan nilai koefisien determinasi $R^2 = 71,8\%$

$Z = 0,247X_1 + 0,420X_2 + 0,324X_3$, dengan nilai koefisien determinasi $R^2 = 86,7\%$

$Y = 0,721Z$, dengan nilai koefisien determinasi $R^2 = 51,6\%$

$$e1 = \sqrt{1 - 0,718} = 0,531$$

$$e2 = \sqrt{1 - 0,867} = 0,364$$

$$e2 = \sqrt{1 - 0,516} = 0,695$$

The result of the regression equation can be interpreted to the path analysis as follows: Total influence Human resource development, Work environment and Compensation for Bhabinkamtibmas performance through Job satisfaction as intervening variable at Bhabinkamtibmas Deli Serdang Polres as follows:

1. Direct influence Human resource development, Work environment and Compensation for Bhabinkamtibmas performance = 0.900

2. Direct Effect Human Resource Development, Work Environment and Compensation to Job Satisfaction = 0.991
3. Direct influence Job satisfaction on performance Bhabinkamtibmas = 0.721
4. Indirect influence:

Influence of Human Resource Development, Work Environment and Compensation to Bhabinkamtibmas performance through Job Satisfaction as intervening variable at Bhabinkamtibmas Deli Serdang Polres = $0,900 \times 0,991 \times 0,721 = 0,643$ so result of research show influence Human resource development, Work environment and Compensation to Bhabinkamtibmas performance through Job satisfaction as intervening variable

$$Y = 0.900 + 0.991 + 0.721 + 0.643 = 3.255.$$

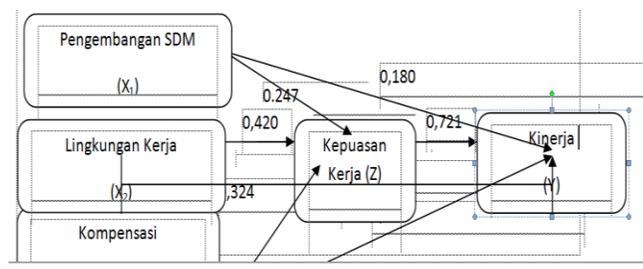
Direct and indirect influence Human resource development, Work environment and Compensation for Bhabinkamtibmas performance through Job satisfaction as intervening variable at Bhabinkamtibmas Deli Serdang Polres can be seen in Table 4.25:

Table 26. Summary of Research Results Direct and indirect Influence

No	Relation Between Variable	Score
1	Direct influence Human resource development, Work environment and Compensation for performance	0,900.
2	Direct Influence Human Resource Development, Work Environment and Compensation to Job Satisfaction	0, 991
3	Direct influence Job satisfaction on Bhabinkamtibmas performance	3,255
4	Indirect influence Human resource development, Work environment and Compensation for Bhabinkamtibmas performance through Job satisfaction as intervening variable	3,524

Source: Research Results, 2017 (data processed)

The results showed indirectly Development of human resources, work environment and Compensation effect on Bhabinkamtibmas performance through Job satisfaction as intervening variable. This means that the application of Human Resource Development, Work Environment and Compensation can be seen from the influence directly and indirectly. To know more clearly the value of the relationship between variables can be seen in Figure 4.4:



Gambar 4.13 Nilai Hubungan antar Variabel

Maka disimpulkan bahwa pengaruh Pengembangan sumber daya manusia, Lingkungan kerja dan Kompensasi terhadap

kinerja Bhabinkamtibmas melalui Kepuasan kerja adalah bernilai positif. Hasil Ringkasan Penelitian dapat dilihat pada Tabel 27.

Tabel 27. Results of Research

No	Hypotesis	Results of Research		Hypotesis
		Positive/Negative	Significant/No Significant	
1	Influence Human resource development on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Police	Positive	Significant	H1 accepted
2	The influence of work environment on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Polres	Positive	Significant	H1 accepted
3	Effect of Compensation on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Police	Positive	Significant	H1 accepted
4	Effect of Human Resource Development on Job Satisfaction at Bhabinkamtibmas Deli Serdang Police	Positive	Significant	H1 accepted
5	The influence of work environment on job satisfaction at Bhabinkamtibmas Deli Serdang Polres	Positive	Significant	H1 accepted
6	Effect of Compensation on Job Satisfaction at Bhabinkamtibmas Deli Serdang Police	Positive	Significant	H1 accepted
7	The influence of job satisfaction on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Police	Positive	Significant	H1 accepted

Sumber: Research Result Data Process (2017).

4.2 Discussion

4.2.1 Human Resource Development, Work Environment and Compensation for Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Police

The results of hypothesis testing show simultaneously Human resource development, Work environment and Compensation have positive and significant impact on Bhabinkamtibmas performance. Adjusted R Square value of 71.8% indicates Human Resource Development, Work Environment and

Compensation can explain the variation on Bhabinkamtibmas performance while the rest of 38.2% is influenced by other variables outside of the variables studied. Performance is a person's ability to perform tasks in an organization (Pramudyo, 2010). Meanwhile, according to Mangkunegara (2010) performance is the result of work in quality and quantity achieved by a Bhabinkamtibmas in carrying out its duties. Pramudyo (2010), states that there is a close relationship between individual performance and company performance. The statement indicates that if the performance of Bhabinkamtibmas is good, then the company's performance will also be good. Etymologically, performance comes from performance. Performance comes from a word to perform that has some entries, ie (1) doing, (2) fulfilling or running a, (3) executing a responsibility, (4) doing something expected by someone. From the input can be interpreted, the performance is to perform an activity and refine the work in accordance with its responsibilities so as to achieve the results as expected. Development of human resources as much as 147 with minimum value Development of human resources that is equal to 10, It shows that answer each respondent from 5 statement answer category not agree, while maximum value Human resource development equal to 25, It shows that each answer - the respondents of the 5 statements answered the category strongly agree. The average of human resource development is 18.31 and the standard deviation from Human Resource Development is 3.78. This shows that the development of human resources is very fluctuating because the difference between the development of human resources maximum with the development of human resources minimum large enough, the standard deviation value Human resource development is smaller than the average value Human resource development. This indicates that the variable of human resource development is normally distributed. The amount of data from work environment is 147 with minimum value Working environment is 20, It shows that answer each respondent from 10 statement answer category not agree, while maximum value Human resource development equal to 45, each respondent from 10 statements answered the category strongly agree. The average of the working environment is 35.43 and the standard deviation of the working environment is 6.47. This indicates that the work environment is very fluctuating because the difference between the maximum work environment and the minimum working environment is large, the standard deviation value The work environment is smaller than the average value of the work environment. This indicates that the working environment variables are normally distributed. The amount of data from the Compensation of 147 with the minimum value of Compensation is 12, This indicates that the answer of each respondent of the 9 statements answer the category does not agree, while the maximum value of Human resource development of 29, This indicates that the answer of each respondent of the 9 statements answered the agreed category. The average of Compensation is 21.03 and the standard deviation of the Compensation is 3.75. This shows that Compensation is highly fluctuating because the difference between Maximum Compensation and Minimum Compensation is quite large, the standard deviation value of Compensation is less than the average value of Compensation. This indicates that the compensation variable is normally distributed. The amount of data from Job satisfaction of 147 with a minimum value of job satisfaction is 20 This indicates that the answer of each respondent of 10 statements answer the category does not agree, while the maximum value of Human resource development of 45, This indicates that each answer respondents of the 10 statements answered the category strongly agree. The average of job satisfaction is 34.77 and the standard deviation of job satisfaction is 6.32. This shows that job satisfaction is very fluctuating because the difference between the maximum job satisfaction with minimum job satisfaction is big enough, the standard deviation value Job satisfaction is smaller than the average value of job satisfaction. This indicates that job satisfaction variable is normally distributed. Amount of data from Bhabinkamtibmas performance is 147 with minimum value Bhabinkamtibmas performance that is equal to 16, It shows that answer each respondent from 8 statement answer category not agree, while maximum value Human resource development equal to 38, each respondent from 8 statements answered the category strongly agree. The average of Bhabinkamtibmas Performance is 27.73 and the standard deviation of Bhabinkamtibmas performance is 5.10. This shows that Bhabinkamtibmas performance is very fluctuating because the difference between Bhabinkamtibmas maximum performance and Bhabinkamtibmas minimum performance is quite large, the standard deviation value of Bhabinkamtibmas performance is smaller than the average performance value of Bhabinkamtibmas. This indicates that Bhabinkamtibmas performance variables are normally distributed. The results of respondents' answers indicate the majority of respondents agree and strongly agree to the statement of Bhabinkamtibmas performance that is meticulous in working, evaluating the completed work, making decisions related to work, initiative in work, completing the work given consistently, organizing work priorities effectively, using time efficiently, maintaining effective working relationships, rewarding teamwork, providing support and acknowledging own mistakes.

statements answer the category does not agree, while the maximum value of Human resource development of 45, This indicates that each answer respondents of the 10 statements answered the category strongly agree. The average of job satisfaction is 34.77 and the standard deviation of job satisfaction is 6.32. This shows that job satisfaction is very fluctuating because the difference between the maximum job satisfaction with minimum job satisfaction is big enough, the standard deviation value Job satisfaction is smaller than the average value of job satisfaction. This is indicative which variable The work environment is normally distributed. The amount of data from the Compensation of 147 with the minimum value of Compensation is 12, This indicates that the answer of each respondent of the 9 statements answer the category does not agree, while the maximum value of Human resource development of 29, This indicates that the answer of each respondent of the 9 statements answered the agreed category. The average of Compensation is 21.03 and the standard deviation of the Compensation is 3.75. This shows that Compensation is highly fluctuating because the difference between Maximum Compensation and Minimum Compensation is quite large, the standard deviation value of Compensation is less than the average value of Compensation. This indicates that the compensation variable is normally distributed. The amount of data from Job satisfaction of 147 with a minimum value of job satisfaction is 20 This indicates that the answer of each respondent of 10 statements answer the category does not agree, while the maximum value of Human resource development of 45, This indicates that each answer respondents of the 10 statements answered the category strongly agree. The average of job satisfaction is 34.77 and the standard deviation of job satisfaction is 6.32. This shows that job satisfaction is very fluctuating because the difference between the maximum job satisfaction with minimum job satisfaction is big enough, the standard deviation value Job satisfaction is smaller than the average value of job satisfaction. This indicates that job satisfaction variable is normally distributed. Amount of data from Bhabinkamtibmas performance is 147 with minimum value Bhabinkamtibmas performance that is equal to 16, It shows that answer each respondent from 8 statement answer category not agree, while maximum value Human resource development equal to 38, each respondent from 8 statements answered the category strongly agree. The average of Bhabinkamtibmas Performance is 27.73 and the standard deviation of Bhabinkamtibmas performance is 5.10. This shows that Bhabinkamtibmas performance is very fluctuating because the difference between Bhabinkamtibmas maximum performance and Bhabinkamtibmas minimum performance is quite large, the standard deviation value of Bhabinkamtibmas performance is smaller than the average performance value of Bhabinkamtibmas. This indicates that Bhabinkamtibmas performance variables are normally distributed. The results of respondents' answers indicate the majority of respondents agree and strongly agree to the statement of Bhabinkamtibmas performance that is meticulous in working, evaluating the completed work, making decisions related to work, initiative in work, completing the work given consistently, organizing work priorities effectively, using time efficiently, maintaining effective working relationships, rewarding teamwork, providing support and acknowledging own mistakes.

4.2.2 Development of human resources on Bhabinkamtibmas Performance at Bhabinkamtibmas Deli Serdang Police

Result of hypothesis test show partially Human resource development have positive and significant influence to Bhabinkamtibmas performance. Development of human resources as much as 147 with minimum value Development of human resources that is equal to 10, It shows that answer each respondent from 5 statement answer category not agree, while maximum value Human resource development equal to 25, It shows that each answer - the respondents of the 5 statements answered the category strongly agree. The average of human resource development is 18.31 and the standard deviation from Human Resource Development is 3.78. This shows that the development of human resources is very fluctuating because the difference between the development of human resources maximum with the development of human resources minimum large enough, the standard deviation value Human resource development is smaller than the average value Human resource development. This indicates that the variable of human resource development is normally distributed. Human resource development is needed to carry out mental activities. IQ tests, for example, are designed to ensure the development of a person's general human resources. Speaking generally, the more demands of information processing in a job, the more general intelligence and verbal skills needed to be able to do the job with success. Basically there is no fundamental difference between individual learning process and organizational learning process. Differences occur in the number of members involved. The main concept of organizational learning process is learning to involve all members of the organization where mechanisms share ways of thinking, sharing a worldview, sharing a mental model or sharing a shared vision, becomes the key to the success of the learning process and after the formation of knowledge, followed by an institutionalization process for changing knowledge. The activities that exist within the organization at the time of organizational learning refers to the circumstances inside and outside the organization. The results of respondents' answers indicate the majority of respondents agree and strongly agree to the statement of Human Resource Development that is: analytical thinking, conceptual thinking, expertise, technical professional, inductive reasoning, deductive reasoning, numerical intelligence, verbal comprehension, perceptual speed, visualization of space and memory .

4.2.3. Work environment on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Police

The results of hypothesis testing show partially Work environment has a positive and significant effect on Bhabinkamtibmas performance. The amount of data from work environment is 147 with minimum value Working environment is 20, It shows that answer each respondent from 10 statement answer category not agree, while maximum value Human resource development equal to 45, each respondent from 10 statements answered the category strongly agree. The average of the working environment is 35.43 and the standard deviation of the working environment is 6.47. This indicates that the work environment is very fluctuating because the difference between the maximum work environment and the minimum working environment is large,

the standard deviation value The work environment is smaller than the average value of the work environment. This indicates that the working environment variables are normally distributed. The work environment is part of the reality capability, which has an influence on Bhabinkamtibmas performance. The work environment is a very fundamental thing for human life. By being able to communicate well we can form mutual understanding, cultivate friendship, nurture love, develop career. Conversely, with a poor working environment, we can also cultivate divisions, inculcate hatred, and impede progress. Failure to convey information will be fatal in making a decision. Work is done according to the planned schedule, proactive to other people's ideas, and other attitudes. So everyone will feel comfortable when dealing with someone who has a good emotional intelligence. Thus a person will have many good relationships to other Bhabinkamtibmas fellow and to his boss and this will have implications for performance. So the higher the emotional intelligence of a Bhabinkamtibmas the higher the performance of Bhabinkamtibmas. The results of the respondents' answers indicate the majority of respondents agree and strongly agree to the statement of the work environment that is: have a good ethics when communicating, attitude to place yourself, interpret messages, needs feedback, the parties to be given information, use of information, attitude when successful and behavior in the work environment.

4.2.4. Compensation for Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Police

The result of hypothesis testing shows partially Compensation has positive and significant effect on Bhabinkamtibmas performance. A Bhabinkamtibmas who has more Compensation will certainly understand better what to do when faced with an emerging problem. Many companies are in the labor recruitment process selected by workers who already have compensation, because one's compensation is considered as one of the more values of a workforce. With the amount of compensation owned by a worker, the person will be more in control of his job, so he can finish his job well. This means that the person has a good working effectiveness. Therefore with good compensation it can improve the performance of a Bhabinkamtibmas. The amount of data from the Compensation of 147 with the minimum value of Compensation is 12, This indicates that the answer of each respondent of the 9 statements answer the category does not agree, while the maximum value of Human resource development of 29, This indicates that the answer of each respondent of the 9 statements answered the agreed category. The average of Compensation is 21.03 and the standard deviation of the Compensation is 3.75. This shows that Compensation is highly fluctuating because the difference between Maximum Compensation and Minimum Compensation is quite large, the standard deviation value of Compensation is less than the average value of Compensation. This indicates that the compensation variable is very fluctuating as the difference between Maximum Compensation and Minimum Compensation is large enough, the standard deviation value of Compensation is less than the average value of Compensation. This indicates that the compensation variable is normally distributed. The results of respondents' answers indicate that majority of respondents agree and strongly agree to the statement of the Compensation is to help complete the task efficiently, not

wasting time, adept at performing tasks, working with procedures, reduce work errors and professional attitudes.

4.2.5. Development of human resources on the work satisfaction of Bhabinkamtibmas at Bhabinkamtibmas Deli Serdang Police

Result of hypothesis test show partially Human resource development have a positive and significant effect to job satisfaction of Bhabinkamtibmas. A person's abilities will participate in determining behavior and outcomes. Abilities or abilities are an inherent talent for a person to perform a physical or mental activity gained from birth, learning, and from experience (Soehardi, 2006). Meanwhile, according to Robbins (2006) ability is an individual capacity to perform tasks in certain jobs. Soelaiman (2007) ability is a born or learned nature that enables a person who can complete his or her work, whether mentally or physically. In an organization, although motivated well, but not all have the ability to work well. Abilities and skills play a major role in individual behavior and performance. Skills are skills related to the tasks that a person possesses and uses at the right time. The results of respondents' answers indicate the majority of respondents agree and strongly agree to the statement of Human Resource Development that is: analytical thinking, conceptual thinking, expertise, technical professional, inductive reasoning, deductive reasoning, numerical intelligence, verbal comprehension, perceptual speed, visualization of space and memory .

4.2.6. Work environment to the satisfaction of Bhabinkamtibmas work at Bhabinkamtibmas Deli Serdang Police

The result of hypothesis test show partially Work environment have positive and significant effect on job satisfaction of Bhabinkamtibmas. Communication comes from the word communicatio which means pemberitahuan or exchange of thoughts. Communication comes from the word communis, which has the same meaning. The meaning of the same is the same meaning. In other words communication will occur effectively if everyone involved in communication can absorb the same meaning of a message conveyed in the communication. If this does not happen then the communication fails well (Zuhdi, 2011). Communication is a thing that binds organizational unity. Communication helps organizational members achieve individual and organizational goals, responds and implements organizational change, coordinates organizational activity, and plays a role in virtually all relevant organizational actions (Ivancevic et al., 2007). According to Roger in Suranto (2006) states that communication is a process in which there is an idea that is sent from the source to the recipient with the aim of changing his behavior. The results of the respondents' answers indicate the majority of respondents agree and strongly agree to the statement of the work environment that is: have a good ethics when communicating, attitude to place yourself, interpret messages, needs feedback, the parties to be given information, use of information, attitude when successful and behavior in the work environment. Compensation to the satisfaction of Bhabinkamtibmas work at Bhabinkamtibmas Deli Serdang Police. The result of hypothesis testing shows partially Compensation has positive and significant effect on the work satisfaction of Bhabinkamtibmas. Compensation is the level of knowledge and skill possessed by

Bhabinkamtibmas in work that can be measured from the work period and the type of work Bhabinkamtibmas has worked on during a certain period. This is in line with Robbins (2006) theory that Compensation is based on the knowledge and skills of Bhabinkamtibmas. Compensation put forward by Manulang (2006) is the process of forming knowledge and skills about the method of a job for the employees because of such involvement in the implementation of his work. Martoyo (2007) states that Compensation is based on the working period or period of Bhabinkamtibmas in work. Daydays (2007) states that Compensation is based on the type of work that has been done during a certain period. The compensation dimension used in this study refers to Foster's (2007) opinion that Compensation measurement can be seen from the length of time or period of work, the level of knowledge and skills possessed, and the type of work. The compensation policy for POLRI members indicates that during this time the government continues to increase the compensation for the police officers so it is expected to increase the work motivation in carrying out its duties and responsibilities to provide protection and service to the community. But the reality so far there are still police officers who have not shown work motivation tall one. This can be seen from the large number of public complaints on the behavior of police officers such as: lack of responsiveness in responding to service requests from the community, delaying the provision of services to the community, deliberately slowing the timing of service delivery for reasons that are unclear, not transparent in terms of service completion and service costs, asking for remuneration from the public in the provision of services, acts of levying of illegal fees, and acts that indicate deviations. The results of respondents' answers indicate that majority of respondents agree and strongly agree to the statement of the Compensation is to help complete the task efficiently, not wasting time, adept at performing tasks, working with procedures, reduce work errors and professional attitudes.

4.2.7. Job satisfaction of Bhabinkamtibmas towards Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Police

The result of hypothesis testing showed partially Bhabinkamtibmas work satisfaction have positive and significant influence on Bhabinkamtibmas performance. The amount of data from Job satisfaction of 147 with a minimum value of job satisfaction is 20 This indicates that the answer of each respondent of 10 statements answer the category does not agree, while the maximum value of Human resource development of 45, This indicates that each answer respondents of the 10 statements answered the category strongly agree. The average of job satisfaction is 34.77 and the standard deviation of job satisfaction is 6.32. This shows that job satisfaction is very fluctuating because the difference between the maximum job satisfaction with minimum job satisfaction is big enough, the standard deviation value Job satisfaction is smaller than the average value of job satisfaction. This indicates that job satisfaction variable is normally distributed. Job satisfaction is the basic characteristic of a person consisting of knowledge, skill and attitude Characteristics and personal character Skillful action Input Output, Action, Knowledge, Skill, Attitude. Knowledge is the ability of Bhabinkamtibmas which is oriented in the way of machine operation, understanding all rules and theories related to work, good service and creative thinking and giving

ideas in job, skill is the ability of Bhabinkamtibmas in cooperating, solve problems and communicate and be responsible in the job while attitude (attitude), ie feelings of pleasure-displeasure, likes-dislikes or reactions to a stimulus that comes from outside. Marlina (2012) result of positive and significant influence of job satisfaction on Bhabinkamtibmas performance. This means that Bhabinkamtibmas's Job Satisfaction stimulates the optimization of Bhabinkamtibmas performance in working. Djasuli and Hidayah (2011) The results of this study are model (1) variables IQ, EQ, and SQ have a significant effect on performance. Aristarini et al. (2014) The results showed that (1) there was a positive influence of Compensation, Social Work satisfaction and work motivation on Bhabinkamtibmas performance; (2) there was positive influence of Compensation on Bhabinkamtibmas performance; (3) there was positive influence of Social Work Satisfaction on Bhabinkamtibmas, (4) there is positive influence of work motivation on Bhabinkamtibmas performance, (5) there is positive influence of Compensation to Social work satisfaction, (6) there is positive influence Compensation to work motivation and (7) positive influence Job satisfaction. The results of the respondents' answers indicate the majority of respondents agree and strongly agree to the statement of the work satisfaction Bhabinkamtibmas namely ability in mastering the job, taking action in accordance with the demands of the organization, able to adapt to the environment, the ability to do different jobs, finish the job well, skilled in preparing reports, managing work in accordance with knowledge, establishing good cooperation and able to work in teams.

RESEARCH CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSION

Based on the results of research and discussion in the previous chapter it can be concluded as follows:

1. Simultaneously Human resource development, Work environment and Compensation have positive and significant impact on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Polres.
2. Partially Human resource development has a positive and significant effect on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Polres.
3. Partially Work environment has positive and significant effect on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Polres.
4. Partially Compensation has a positive and significant effect on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Polres.
5. Simultaneously Development of human resources, work environment and Compensation have positive and significant impact on job satisfaction at Bhabinkamtibmas Deli Serdang Polres.
6. Partially Development of human resources have a positive and significant impact on job satisfaction at Bhabinkamtibmas Deli Serdang Police
7. Partially Work environment has a positive and significant impact on job satisfaction at Bhabinkamtibmas Deli Serdang Police
8. Partially Compensation has a positive and significant effect on job satisfaction at Bhabinkamtibmas Deli Serdang Police.
9. Partially Work satisfaction has a positive and significant

effect on Bhabinkamtibmas performance at Bhabinkamtibmas Deli Serdang Polres.

10. Indirectly Human resource development has a positive effect on Bhabinkamtibmas performance through Job Satisfaction at Bhabinkamtibmas Deli Serdang Police. Indirectly Compensation has a positive effect on Bhabinkamtibmas performance through job satisfaction at Bhabinkamtibmas Deli Serdang Police.

5.2. Suggestion

Based on the previous conclusions, then given the following suggestions:

1. It is hoped that Bhabinkamtibmas Deli Serdang Polres can develop human resources, this can be done by providing training to Bhabinkamtibmas members in accordance with their duties in the field and provide opportunities to Bhabinkamtibmas to better education in order to give Bhabinkamtibmas opportunity in improving performance as a demand of the organization.
2. It is expected that Deli Serdang District Police should see the environmental conditions that occur in each region or villages as Bhabinkamtibmas place in carrying out the work. This can be done by completing the needs of Bhabinkamtibmas in order to support services for the community such as facilities and infrastructure in performing the tasks need to be adjusted to the condition of the villages in each region Bhabinkamtibmas.
3. It is hoped that Bhabinkamtibmas Deli Serdang Police must provide proper compensation to Bhabinkamtibmas members to support the performance of Deli Serdang Polres, it is necessary to have clear information on the time of compensation and the amount of compensation, and then consider the compensation given according to the need or not while the member is being working in villages that must have prepared various supplies so that Bhabinkamtibmas's performance is not disturbed by unclear compensation.
4. It is expected that Deli Serdang District Police should pay attention to the satisfaction of Bhabinkamtibmas members, this can be done by evaluating all the work of Bhabinkamtibmas members and giving encouragement to Bhabinkamtibmas members to work hard and accept the aspirations of Bhabinkamtibmas members if in their area where work still exists which should be improve in supporting the performance of Deli Serdang Police Unity.
5. For further research is expected to add other variables such as competence and work discipline that allegedly has a major influence on the performance Bhabinkamtibmas.

REFERENCES

- [1] Abiyem Juli S. 2012. The Influence of Job Satisfaction and Motivation on Employee Performance With Organizational Commitment As Intervening Variable (Study On Employee Outsourcing PT Berlian Eka Sakti Tangguh). Journal, Business Partner and Business Management, Vol.3, No. 1, April 2012.
- [2] Anoraga, Pandji, 2009. Business Management. Jakarta, Rineka Cipta.
- [3] Almasdi, Yunus, Suit. 2009. Aspect of Mental Attitude in Human Resource Management Indonesia. Jakarta: Ghalia Indonesia.

- [4] Arnaz, Kemal. 2007. Measuring Employee Satisfaction: Between Interest And Commitment. Productivity and Quality Management Consultant. Issue No. 2.
- [5] Arikunto, Suharsimi. 2006. Research Procedures A Practice Approach. Jakarta: Rineka Cipta.
- [6] Dessler, Gary. 2007. Human Resource Management. Interpretation: Eli Tanya. Language Editors: Budi Supriyanto. Jakarta: Index.
- [7] Devi, Eva Kris Diana. 2009. Analysis Of The Effect Of Job Satisfaction And Motivation Of Employee Performance With Organizational Commitment As Intervening Variable (Study On Employee Outsourcing Pt Semeru Karya Buana Semarang). Masters Thesis, Diponegoro University Postgraduate Program.
- [8] Educate. 2010. The Influence of Competence, Compensation, And Job Satisfaction Of Employee Performance At PT. Ciomas Adisatwa Balikpapan. Journal. JMP, Volume 1 Number 2. Education Management Post-Graduate Program. Diponegoro University.
- [9] Ghozali, Imam. 2008. Application of Multivariate Analysis with SPSS Program. Semarang: BP University Diponegoro.
- [10] Gie, The Liang, 2009. Modern Office Administration. Yogyakarta, Liberty.
- [11] Handoko, T Hani. 2008. Personnel Management and Human Resources. 14th Print. Yogyakarta: BPFE.
- [12] Hasibuan, S.P. Malayu. 2007. Human Resource Management. Revised Edition. Jakarta: Earth Literacy.
- [13] Hasibuan, Malayu S. P. 2009. Human Resource Management. Jakarta: Earth Literacy.
- [14] Imran. 2013. The influence of training and work motivation on the performance of integrated pesantren employee porch mecca. Journal Vol. XIV, No. 2, September 2013.
- [15] Irene Ferguson Laing. The Impact Of Training And Development On Worker Performance And Productivity In Public Sector Organizations: A Case Study Of Ghana Ports And Harbors Authority. Thesis. Kwame Nkrumah University of Science and Technology. June 2009.
- [16] Johan, Silas. 2002 Capacity Building Module at Local Level and Human Resource Development. In Urban Environmental Management Training. Research Institute of ITS Surabaya.
- [17] Kuncoro, Mudrajad. 2003. Research Methods for Business and Economics. Jakarta: Erland.
- [18] Mangkunegara, Anwar. Prabu. 2009. Human Resource Management Company. Bandung: Teens Rosdakarya.
- [19] Malayu S.P. 2007. Human Resource Management. Mold 15th. Jakarta: Earth Literacy.
- [20] Prabowo, Ovi Setya, 2008, Influence of Human Relation, Physical Condition of Work Environment, and Leadership to Employee Work Ethics of Revenue Office of Pati, Thesis, Muhammadiyah University of Surakarta.
- [21] Ongori, Jennifer Chishamiso Nzonzo. 2011. Training And Development Practices In An Organization: An Intervention To Enhance Organizational Effectiveness. International Journal of Engineering and Management Sciences. I.J.E.M.S., VOL.2 (4): 187-198.
- [22] Rivai, Veithzal. 2005. Human Resource Management. Jakarta: Raja Grafindo Persada.
- [23] Robbins, Stephen. P. 2008. Organizational Behavior (over from Drs. Benjamin Molan). English Edition. Klaten: The True Int.
- [24] Rosidah, Sulistiyani, Ambar Teguh. 2007. Human Resource Management. Yogyakarta: Graha Ilmu.
- [25] Sari, Jumilah. 2007. Relationship Between the Work Environment with Job Stress Employees at PT. Atlasat Solusindo in Jakarta, Journal, Faculty of Economics, Jakarta State University.
- [26] Sastrohadwirjo, Siswanto, 2010. Management of Indonesian Workers Administrative and Operational Approach. Jakarta, Bumi Aksara.
- [27] Sedarmayanti, 2001. Human Resources and Work Productivity. Bandung: Mandar Maju
- [28] Simamora, Henry, 2001. Human Resource Management. Jakarta, STIE.
- [29] Sinambela, Lijan. 2012. Employee Performance: Theory, Measurement and Implications. Yogyakarta: Graha Ilmu.
- [30] Sugiyono. 2008. Business Research Methods. Sixth Mold. Bandung: Alfabeta.
- [31] Sutrisno. Edy, 2010. Human Resource Management. Jakarta: Kencana Prenada Media Group.
- [32] Utomo, Joko 2012, The Influence of Job Motivation, Job Satisfaction and Organizational Commitment To Employee Performance (Study On Employees Of Regional Secretariat Of Pati), Jurnal.umk.ac.id Vol 5, No 1 (2011)> Suwardi ..Translate this page by J Utomo - 2012.
- [33] Wursanto. 2005. Fundamentals of Organizational Science. Yogyakarta: ANDI.
- [34] Yuli, S.B.C. 2007. Human Resource Management. Malang: Muhammadiyah University.
- [35] Julius. 2008. Influence Analysis of Training, Ability, Work Motivation and Organizational Culture Against Industrial

Apparatus Performance in Yogyakarta Region. Journal of Faculty of Economics, University of Gadjja Mada Yogyakarta.

- [36] Yulk, Gary. 2000. Leadership in Organizations, Second Edition. Jakarta: Index.