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THE INFLUENCE OF RECRUITMENT, COMPETENCE, AND INNOVATION ON JOB SATISFACTION AND PERFORMANCE OF POLICE PERSONNEL AT THE SOUTH SULAWESI REGIONAL POLICE TRAFFIC DIRECTORATE

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ABSTRACT

The purpose of this study is:

- 1) To partially analyze the influence of recruitment, competence, and innovation on the job satisfaction of police personnel at the South Sulawesi Regional Police Traffic Directorate.
- 2) To partially analyze the influence of recruitment, competence, innovation and job satisfaction on the performance of police personnel at the South Sulawesi Regional Police Traffic Directorate.
- 3) To analyze the effect of job satisfaction on the performance of police personnel at the South Sulawesi Regional Police Traffic Directorate.
- 4) To partially analyze the influence of recruitment, competence, and innovation on the performance of police personnel through job satisfaction at the Directorate of Traffic of the South Sulawesi Regional Police.

Research location at the Directorate of Traffic of the South Sulawesi Regional Police. The population was 283 people and the sample was 166 people. The sampling method uses convenience sampling. The data collection method uses questionnaires. The analysis method uses the Structural Equation Model (SEM).

The results of the study proved that:

- 1) Recruitment, competence, and innovation partially affected positively and significantly affected the job satisfaction of police personnel at the Directorate of Traffic of the South Sulawesi Regional Police.
- 2) Recruitment and innovation partially affect positive and insignificant effect on the performance of police personnel at the Directorate of Traffic of the South Sulawesi Regional Police.
- 3) Competence and job satisfaction partially affect positive and significant effect on the performance of police personnel at the Directorate of Traffic of the South Sulawesi Regional Police.
- 4) Recruitment, competence, and innovation partially have a positive and insignificant effect on the performance of police personnel through job satisfaction at the Directorate of Traffic of the South Sulawesi Regional Police.

KEYWORDS: Recruitment, Competence, Innovation, Job Satisfaction, Police Personnel Performance.

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INTRODUCTION

A. Background

Indonesia is normatively-constitutional, is a country based on law or often also referred to as a country of law. In the midst of that, the police are one of the important pillars, because the body has a very important role in making legal promises come true. The police force is one of the important institutions that play the main task as a guard of security, order and law enforcement, so police agencies must exist throughout the sovereign country.

Article 2 of Law No. 2 of 2002 concerning the National Police of the Republic of Indonesia states that the function of the police is one of the functions of the state government in the fields of maintaining security and public order, law enforcement, protection, sufficiency, and service to the community. The main key in creating professional police personnel depends on the quality of recruitment (Odoguwu, 2012). Recruitment has an important role because it is aimed at obtaining competent police personnel and can introduce the image of the police (Komunda, 2008). Schultz's opinion (2001) states that the purpose of recruitment is to get competent employees who will help the organization to achieve its goals through achieved performance.

Research from Saling et al (2019) proves that recruitment have a positive and significant influence on police performance. Other factors that affect performance are related to competence. Competence is a characteristic of police personnel that underlie performance or behavior in the workplace (Wibowo, 2013). Competence demonstrates the characteristics of knowledge and skills that police personnel possess that enable them to perform their duties and responsibilities effectively and improve their performance (Komunda, 2008).

Research from Firman, A., &Mustaking, M. (2021), Parwadi. (2020) prove competence has a positive and significant effect on performance. However, research from Guntur (2015) proved that competence has a positive and insignificant effect on performance. Another factor that affects police performance is innovation. Innovation is related to the process of thinking about and implementing an idea that has an element of novelty and usefulness in regulating and managing various affairs and public interests (Deddy, 2016).

Innovation can sustain the continuity of an organization. Innovation can make it easier for police organizations to make adjustments to the demands of police personnel and the community. Police

personnel who have innovations in the form of ideas, ideas, and creativity are high and still new can improve their performance. As a positive impact of innovation, indirectly the personnel will increase their competence that can support the creation of innovation and can ultimately improve their performance.

Research from Purwanto, A., et al (2020), Wijaya, A.L. (2021) proves that innovation has a positive and significant effect on performance. However, research from Kosmajadi, E. (2018) proves that innovation has a positive and insignificant effect on job satisfaction. Job satisfaction of police personnel is a factor that can affect performance. Job satisfaction is related to a person's general attitude towards his work. A person with a high level of job satisfaction shows a positive attitude and vice versa a negative attitude reflects dissatisfaction with work. (Greenberg & Baron, 2003:148). Research from Shawwal (2018), Lubis (2020), proves that job satisfaction has a positive and significant effect on performance. However, the findings from Sulastiana (2015) were carried out at the Police reserve investigation in the DKI Jakarta Region.

LITERATURE REVIEW

Recruitment Concept

Recruitment relates to the process of finding potential personnel or applicants, which begins when the applicants are searched and ends, if the applications or applications are accepted by the company (Abu, 2014). Recruitment has an important role because it is aimed at obtaining competent personnel and introducing the image of the organization (Komunda, 2008). Simamora (2006) describes several important points that must be considered in recruiting, including: (1) Preparation of strategies to recruit. (2) Search for job applicants. (3) Elimination of unsuitable applicants/screening, creation of a collection of applicants. The principles that should be carried out in a recruitment process are: (1) Recruited personnel are tailored to the needs of the company to match the qualifications of the position to be filled, by analyzing the description and specification of the work. (2) The amount must be in accordance with the available work. (3) It is best to use minimally. (4) Have a plan and strategy about recruitment. (5) Flexible. (6) Have legal considerations (Rivai&Mulyadi, 2012).

The method of recruitment according to Dessler (2011) is as follows: Open Method. The organization announces vacant positions on notice boards, oral announcements, or other media, giving all personnel the opportunity to formally apply. This way it will get some advantages that provide equal opportunities for all personnel who are qualified to become candidates. But the weakness may take longer. Closed method. Personnel do not know the vacant position clearly, so personnel who have requirements do not have the opportunity to formally apply. The disadvantage of this system is the emergence of aspects of nepotism, the advantages of which are faster. Sources of recruitment. It can be done with 2 sources, namely: (a). Internal recruitment sources. (b) External recruitment sources. Recruitment methods consist of: (a) open methods. (b) Closed method.

Competency Concept

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job (Wibowo, 2013: 271). Types of competency characteristics according to Spencer and Spencer (2000), namely: (a) Motive, (b) Traits. (c) Self-concept. (d) Knowledge. (e) Skills. Some types of competencies according to Robbins (2003) are: (a) Planning competency, (b) Influence competency (c) Communication competency (d) Interpersonal competency. (e) Thinking competency. (f) Organizational competency. (g) Human resources management competency. (i) Leadership competency. (j) Client service competency. (k) Business competency. (k) Self management competency. (l) Technical/operational competency.

Concept of Innovation

Innovation is the process of thinking about and implementing an idea that has an element of novelty and usefulness in regulating and managing various affairs and public interests of Deddy (2016). According to Rogers (2003: 219) the attributes of innovation include: (a) Relative advantage or relative advantage. (b) Compability or conformity. (c) Complexity or complexity. (d) Triability or the possibility of trying. (e) Observability or ease of observability. According to Muluk (2008) explained several reasons for the benefits of innovation, namely: 1) to respond more effectively to changes in public needs and expectations that continue to be significant, 2) to improve the implementation of public services, including parts that in the past have made little progress, 3) to include elements of cost and efficiency improvements.

Some types of innovation according to Ancok (2012), namely: (a) Service innovation. (b) Process innovation. (c) Product Innovation. According to Coyne (2009) sources of innovation can be created through: (a) the creation of a conducive climate. (b) Accepting errors. (c) Climate of openness. According to Suwarno (2008) an innovation has characteristics, namely: (a) Relative Advantage. (b) Compatibility. (c) Complexity. (d) Ability is piloted. (e) Ability to be observed.

Concept of Job Satisfaction

Satisfaction is a state of happy emotions or positive emotions that come from an employee's job assessment or work experience. (Luthans, 2011:141). Job satisfaction is an affective or emotional response to various phases of an employee's work. (Kreitner& Angelo, 2008:161). Job satisfaction is related to a person's general attitude towards his work. A person with a high level of job satisfaction shows a positive attitude and vice versa a negative attitude reflects dissatisfaction with work. (Greenberg & Baron, 2003:148)).

Job satisfaction is a common attitude towards work that shows the difference between the number of awards a personnel receives and the amount they believe they should receive (Robbins, 2011: 78). According to Bisen and Priya (2010) stated that job satisfaction has an impact on work involvement, organizational commitment, organizational behavior, positive work attitudes, decreased conflict, life satisfaction, customer satisfaction, decreased employee turnover, heart disease, stress, thinking withdrawal, absence, and deviations in the workplace.

Greenberg and Baron (2003: 159) stated that in order to prevent dissatisfaction and increase job satisfaction it can be implemented in several ways, such as: (1) making work fun, (2) personnel paid honestly, (3) bringing personnel together with jobs that match their interests, (4) avoiding boredom and repetitive work. Factors affect job satisfaction according to Robbins (2003: 59), namely: (1). (2). Progress (advancement). (3). Achievement. (4). Recognition. (5). the work itself (work itself). According to Kreitner and Kinicki (2008: 171) there are five factors that can affect the emergence of job satisfaction, namely: (a) Need fulfillment.... (b) Discrepancies. (c) Value attainment. (d) Equity (fairness). (e) Dispositional/genetic components.

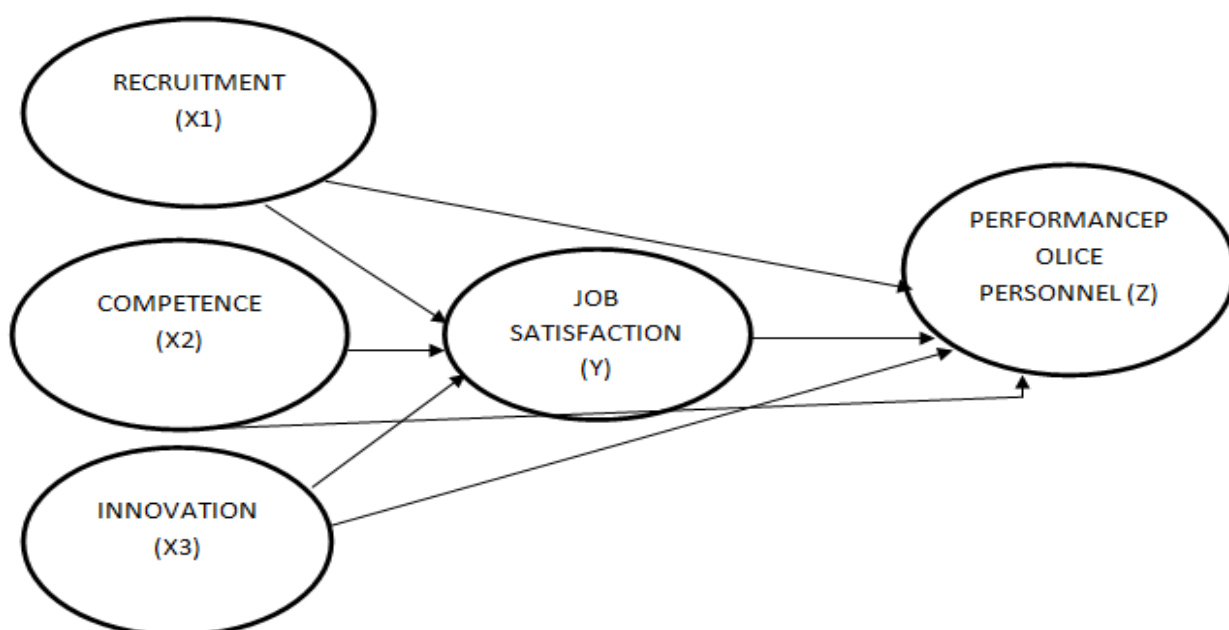
Concept of Police Personnel Performance

Personnel performance is the level of achievement of results that have been achieved by the organization in order to realize the organization's goals or the goals of an instansi (Suharti, 2012). Characteristics of personnel who have high performance, including the following (Barrit, 2003): (a) High responsibility, (b) Ready to face all risks, (c) Have realistic goals, (d) Have a comprehensive work plan and strive to realize their goals, (e) Utilize concrete feedback in all work activities they do, (f) Find opportunities to realize the plan that has been programmed.

Hersey and Dewey (2008) stated that there are seven factors that affect performance, namely: (a) ability (knowledge and skills), (b) clarity (understanding or role perception), (c) help (organizational support), (d) incentive (motivation or willingness), evaluation (coaching and performance feedback), validity (valid and legal personal practices), and environment (environmental fit). Azhad (2007: 43) states that the process of successful performance assessment lies in several main bases, namely: timing, clarity, and consistency.

CONCEPTUAL FRAMEWORKS AND HYPOTHESES

Conceptual Framework



HYPOTHESIS

1. Recruitment has a positive and significant effect on the satisfaction of police personnel in the Directorate of Traffic Units of the South Sulawesi Regional Police.
2. Competence has a positive and significant effect on the satisfaction of police personnel in the Directorate of Traffic Units of the South Sulawesi Regional Police.
3. Innovation has a positive and significant effect on the satisfaction of police personnel in the Directorate of Traffic Units of the South Sulawesi Regional Police.
4. Recruitment has a positive and significant effect on the performance of police personnel in the Directorate of Traffic Units of the South Sulawesi Regional Police.
5. Competence has a positive and significant effect on the performance of police personnel in the Directorate of Traffic Units of the South Sulawesi Regional Police.
6. Innovation has a positive and significant effect on the performance of police personnel in the Directorate of Traffic Units of the South Sulawesi Regional Police.
7. Satisfaction has a positive and significant effect on the performance of police personnel in the Directorate of Traffic Units of the South Sulawesi Regional Police.
8. Recruitment has a positive and significant effect on personnel performance through satisfaction at the Directorate of Traffic Units of the South Sulawesi Regional Police.
9. Competence has a positive and significant effect on personnel performance through satisfaction at the Directorate of Traffic Units of the South Sulawesi Regional Police.
10. Innovation has a positive and significant effect on personnel performance through satisfaction at the Directorate of Traffic Units of the South Sulawesi Regional Police.

RESEARCH METHODOLOGY

Research Approach. The research approach used is a quantitative approach. Location and Research Time. This research was carried out at the South Sulawesi Regional Police Traffic Directorate. Data Type and Source. Types of quantitative data and primary and secondary data sources. Data Collection Method. Kuesioner, observation, and interview. Population and Sample. Population of 283 people and samples $n=$ 166 orang. Data Analysis Methods. Structural Equation Modeling (SEM). Operational Definition of Research. (1) Recruitment (X1) is the process of obtaining prospective police personnel who have the ability to match the qualifications and needs of an organization. Recruitment indicators: recruitment sources (X1.2), recruitment methods (X1.3), recruitment barriers (X1.4), and recruitment media (X1.5). (2) Competence (X2) is the ability of police personnel to carry out work based on the technical and non-technical competencies demanded by the work. Competency indicators: knowledge (X2.1), work experience (X2.2), skills (X2.3), attitude (X2.4), personal character (X2.5), confidence (X2.6), and flexibility (X2.7). (3) Innovation (X3) is the desire or desire of police personnel to learn and come up with new ideas on broad and multifaceted concepts. Indicators of innovation: creativity (X3.1), passion (X3.2), expertise (X3.3), thinking style (X3.4), and psychographic (X3.5). (4) Job satisfaction (Y) is the positive or negative attitude that personnel have towards their work. Job satisfaction Indicator: satisfaction with salary (Y1), satisfaction with promotion (Y2), satisfaction with colleagues (Y3), satisfaction with superiors (Y4), satisfaction with the work itself (Y5). (5) The performance of police personnel (Z) is the result achieved by each police personnel in their work according to certain criteria applicable to a job. Indicators of personnel performance: leadership (Z1), service

orientation (Z2), communication (Z3), emotion control (Z4), integrity (Z5), empathy (Z6), organizational commitment (Z7), initiative (Z8), discipline (Z9), and cooperation (Z10).

RESEARCH AND DISCUSSION RESULTS

A. Research Results

Measurement Model (Measurement Model)

The measurement model is part of the SEM model consisting of a latent construct and several indicators that explain the latent construct. Testing measurement models with Confirmatory Factor Analysis aims to assess indicator variables (observed variables) that define a construct or variable that cannot be measured indirectly.

Loading Factor, Critical Ratio of Exogenous Variables

Variable Indicators	Loading Factor (λ)	Critical Ratio	Probability (P)	Information
X1.1	0,042	7,273	***	Significant
X1.2	0,737	8,154	***	Significant
X1.3	0,766	-	-	FIX
X1.4	0,591	6,713	***	Significant
X1.5	0,319	3,593	***	Significant
X2.1	0,655	8,227	***	Significant
X2.2	0,617	7,828	***	Significant
X2.3	0,649	8,330	***	Significant
X2.4	0,816	-	-	FIX
X2.5	0,577	0,577	***	Significant
X2.6	0,349	0,349	***	Significant
X2.7	0,482	0,482	***	Significant
X3.1	0,450	0,450	***	Significant
X3.2	0,590	0,590	***	Significant
X3.3	0,779	-	-	FIX
X3.4	0,788	0,788	***	Significant

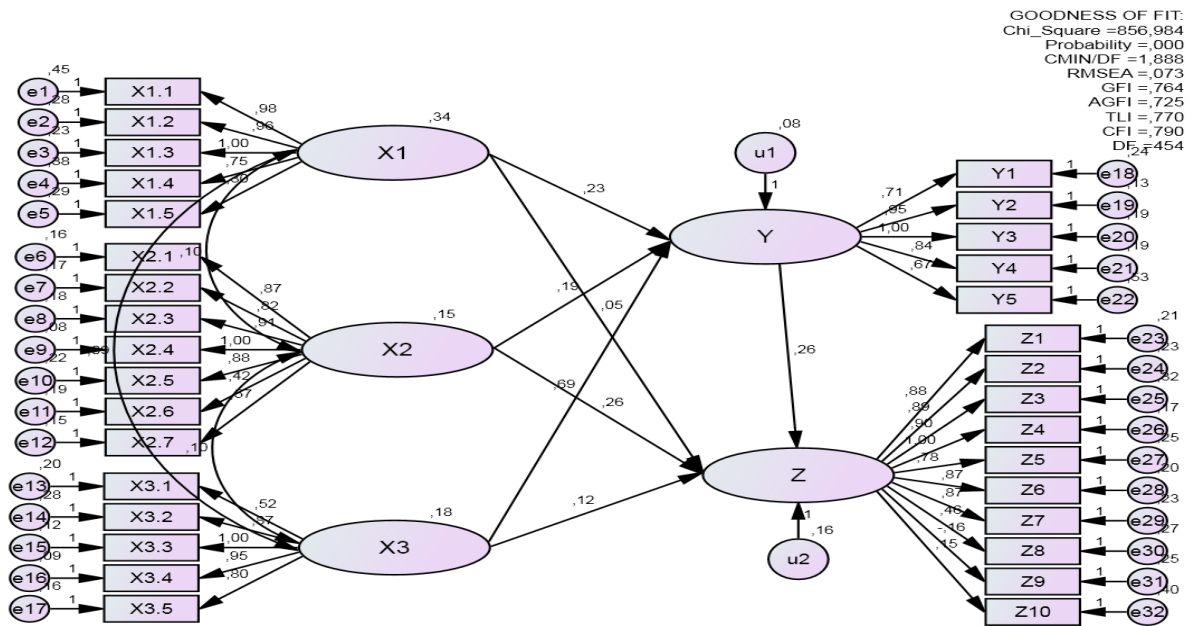
X3.5	0,629	0,629	***	Significant
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Loading Factors, Critical Ratio of Job Satisfaction and Performance

Variable Indicators	Loading Factor (λ)	Critical Ratio	Probability (P)	Information
Y1	0.584	7,068	***	Significant
Y2	0.778	8,682	***	Significant
Y3	0.786	-	-	FIX
Y4	0.691	8,513	***	Significant
Y5	0.419	4,848	***	Significant
Z1	0.685	8,364	***	Significant
Z2	0.670	8,114	***	Significant
Z3	0.617	7,799	***	Significant
Z4	0.767	-	-	FIX
Z5	0.615	7,714	***	Significant
Z6	0.683	8,447	***	Significant
Z7	0.654	7,951	***	Significant
Z8	0.386	4,587	***	Significant
Z9	-0.154	-1,826	***	Significant
Z10	0.117	1,402	***	Significant

Structural Model

Structural models describe the relationship between exogenous latent constructs and endogenous latent constructs.



Goodness of Fit

Goodness of fit index	Cut-off Value	Model Results	Information
Chi_square	Expected small	450,160 (0.05: 407 = 455,030)	Good
Probability	≥ 0.05	0.069	Good
CMIN/DF	≤ 2.00	1,106	Good
RMSEA	≤ 0.08	0.025	Good
GFI	≥ 0.90	0.862	Marginal
AGFI	≥ 0.90	0.821	Marginal
TLI	≥ 0.94	0.973	Good
CFI	≥ 0.94	0.977	Good

HYPOTHESIS TESTING

Hypothesis Testing Results

HP	Variable			Direct Effect	Indirect Effect	Total Effect	P-Value	Information
	Exogenous	Intervening	Endogenous					
1	Recruitment (X1)		Job satisfaction (Y)	0,210	-	0,210	0,015	Positive and Significant
2	Competence (X2)		Job satisfaction (Y)	0,248	-	0,248	0,042	Positive and Significant
3	Innovation (X3)		Job satisfaction (Y)	0,463	-	0,463	0,000	Positive and Significant
4	Recruitment (X1)		Personnel performance (Z)	0,051	-	0,051	0,597	Positive and Insignificant
5	Competence (X2)		Personnel performance (Z)	0,300	-	0,300	0,032	Positive and Significant
6	Innovation (X3)		Personnel performance (Z)	0,009	-	0,009	0,943	Positive and Insignificant
7	Job satisfaction (Y)		Personnel performance (Z)	0,275	-	0,275	0,048	Positive and Significant
8	Recruitment (X1)	Job satisfaction (Y)	Personnel performance (Z)	0,210	0,058	0,268	0.125	Positive and Insignificant
9	Competence (X2)	Job satisfaction (Y)	Personnel performance (Z)	0,248	0,068	0,316	0.155	Positive and Insignificant
10	Innovation (X3)	Job satisfaction (Y)	Personnel performance (Z)	0,463	0,127	0,590	0.074	Positive and Insignificant

B. Discussion

The Effect of Recruitment on Job Satisfaction

The results of hypothesis testing prove that recruitment has a positive and significant effect on job satisfaction. Recruitment bases, recruitment sources, recruitment methods, recruitment barriers, and recruitment media have a meaningful influence on job satisfaction. The results of this study support findings from Maruf (2018) which proves that organizations that carry out recruitment effectively will increase job satisfaction.

The Effect of Competence on Job Satisfaction

The results of hypothesis testing prove that competence has a positive and significant effect on job satisfaction. Personnel with good competence will increase job satisfaction. Personnel who have knowledge, work experience, skills, attitudes, personal character, confidence, and flexibility have a meaningful influence on job satisfaction. The results of this study support the findings of Pujianto, S. (2017), Lubis (2020) which proves competence has a positive and significant effect on job satisfaction.

The Effect of Innovation on Job Satisfaction

The results of hypothesis testing prove that innovation has a positive and significant effect on job satisfaction. Creativity, work passion, expertise, thinking style, and psychographics have a meaningful influence on job satisfaction. The results of this study support the findings of Abdul (2020) which proves that innovation has a positive and significant effect on job satisfaction. However, it does not support the findings of Kosmajadi (2018) which proves that innovation has a positive and insignificant effect on job satisfaction.

Effect of Recruitment on Personnel Performance

The results of hypothesis testing prove that recruitment has a positive and insignificant effect on personnel performance. Organizations that recruit ineffectively will not improve personnel performance. Recruitment bases, recruitment sources, recruitment methods, recruitment barriers, and recruitment media do not have a meaningful influence on personnel performance. Organizations that are not effective in recruiting will not get personnel who have leadership attitudes, service orientation, communication, emotional control, integrity, empathy, organizational commitment, initiative, discipline, and cooperation. The results of this study do not support the findings of Adam (2016) which proves recruitment has a positive and significant effect on personnel performance.

The Effect of Competence on Personnel Performance

The results of hypothesis testing prove that competence has a positive and significant effect on personnel performance. Personnel with good competence will improve performance. Personnel who have knowledge, work experience, skills, attitudes, personal character, confidence, and flexibility have a meaningful influence on performance. The results of this study support the findings of Parwadi (2020) which proves competence has a positive and significant effect on personnel

performance. Findings from Parwadi (2020) found that personnel who have more dominant technical competencies support performance improvement. Technical competencies such as education, expertise, skills are absolute competencies that must be possessed by personnel in supporting their performance.

The Effect of Innovation on Personnel Performance

The results of hypothesis testing prove that innovation has a positive and insignificant effect on personnel performance. Creativity, work passion, expertise, thinking style, and psychographics owned by personnel do not affect personnel performance. The results of this study showed that low work creativity, work passion, expertise, thinking style, and psychographics were unable to support personnel performance. The results of this study do not support the findings of Purwanto (2020), Wijaya (2021) which proves that innovation has a positive and significant effect on performance.

Effect of Job Satisfaction on Personnel Performance

The results of hypothesis testing prove that job satisfaction has a positive and significant effect on personnel performance. Salary satisfaction, promotional satisfaction, co-worker satisfaction, superior satisfaction, and job satisfaction itself have a meaningful influence on personnel performance. The results of this study support the findings of Catherine (2017), Parwadi (2020) which generally proves job satisfaction has a positive and significant effect on performance.

The Effect of Recruitment on Personnel Performance through Job Satisfaction

The results of hypothesis testing prove that job satisfaction cannot mediate the influence between recruitment on personnel performance. Salary satisfaction, promotional satisfaction, co-worker satisfaction, superior satisfaction, and job satisfaction do not themselves do not have a meaningful influence in increasing the influence between competencies on personnel performance. The results of this study do not support findings from Maruf (2018) which proves job satisfaction can mediate the influence between recruitment on performance.

The Effect of Competence on Personnel Performance Through Job Satisfaction

The results of hypothesis testing prove that job satisfaction cannot mediate the influence between competencies on personnel performance. Salary satisfaction, promotional satisfaction, co-worker satisfaction, superior satisfaction, and job satisfaction itself do not have a meaningful influence in increasing the influence between competencies on personnel performance. The results of this study support not supporting the findings of Lubis (2020) which proves job satisfaction can mediate the influence between competencies on performance.

The Effect of Innovation on Personnel Performance through Job Satisfaction.

The results of hypothesis testing prove that job satisfaction cannot mediate the influence between innovations on personnel performance. Salary satisfaction, promotional satisfaction, co-worker satisfaction, boss satisfaction, and job satisfaction itself do not have a meaningful influence in increasing the influence between innovations on personnel performance. The results of this study

support not supporting the findings of Saputra (2018) which proves job satisfaction can mediate the influence between innovations on performance.

C. Research Findings

Recruitment and innovation do not affect personnel performance due to several things, namely as follows:

1. The implementation of recruitment is less based on organizational characteristics. Centralistic organizations prefer to carry out recruitment models based on the proximity of cronyism.
2. The implementation of recruitment is not accompanied by an improvement in the image of the organization. A negative organizational image will have difficulty obtaining personnel that fit the needs of the organization.
3. The implementation of recruitment does not describe personnel requirements, abilities and interests in positions that are in accordance with competence. Therefore, it is important for the organization to explain in detail the requirements required for the position offered.
4. The proportion allocates a larger budget and is intended for recruitment and motivates personnel to innovate more to support their performance.
5. Awareness of the importance of continuously improving competence to make it easier for personnel to innovate
6. Personnel need to innovate continuously because the needs of the community are always changing.

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusion

1. Recruitment has a positive and significant effect on job satisfaction. Effective recruitment implementation with basic recruitment indicators, recruitment sources, recruitment methods, recruitment barriers, and recruitment media affects job satisfaction. This is because the recruited personnel are in accordance with the description and specifications of the position so that they feel satisfied with their work.
2. Competence has a positive and significant effect on job satisfaction. Personnel who have competencies with indicators of knowledge, work experience, skills, attitudes, personal character, confidence, and flexibility affect job satisfaction. This is because the personnel who have competence are placed in accordance with the job description.
3. Innovation has a positive and significant effect on job satisfaction. Personnel who have innovations with indicators of creativity, work passion, expertise, thinking style, and psychographics affect job satisfaction. This is because the personnel feel satisfied because of the desire or desire to learn and come up with new ideas on broad concepts to make a meaningful contribution to the organization.
4. Recruitment has a positive and insignificant effect on personnel performance. The implementation of ineffective recruitment will not affect personnel performance. Recruitment with basic indicators of recruitment, recruitment sources, recruitment methods, recruitment barriers, and recruitment media does not have an important role in influencing personnel performance.

5. Competence has a positive and significant effect on personnel performance. Personnel who have competencies with indicators of knowledge, work experience, skills, attitudes, personal character, confidence, and flexibility affect personnel performance. This is because the personnel who have competence are placed in accordance with the job description.
6. Innovation has a positive and insignificant effect on personnel performance. Personnel who do not have innovation with indicators of creativity, work passion, expertise, thinking style, and psychographics do not affect personnel performance. This is because the personnel are not satisfied because the desire or desire to learn and come up with new ideas on broad concepts does not make a meaningful contribution to the organization.
7. Job satisfaction has a positive and significant effect on personnel performance. Personnel are satisfied with salaries, promotions, co-workers, and superiors, will improve their performance. This is because satisfied personnel will be motivated to improve their performance.
8. Job satisfaction does not mediate the influence between recruitment on personnel performance. Satisfaction with salaries, promotions, co-workers, and superiors cannot mediate recruitment on personnel performance.
9. Job satisfaction does not mediate the influence between competencies on personnel performance. Satisfaction with salaries, promotions, co-workers, and superiors cannot mediate competence to personnel performance.
10. Job satisfaction does not mediate the influence between innovations on personnel performance. Satisfaction with salaries, promotions, coworkers, and superiors was unable to mediate innovations to personnel performance.

B. Recommendations

1. Basic recruitment indicators related to the process of finding prospective personnel who must be guided by the specifications of the work that has been determined to occupy the position still need to be a concern for the organization because it affects personnel performance.
2. Indicators of personnel confidence related to the level of confidence in carrying out tasks still need to be improved to support performance.
3. Creativity indicators related to the ability of personnel to provide new ideas in problem solving still need to be improved to support performance.
4. Indicators of satisfaction with work related to satisfaction arising from placement in accordance with the description and specifications of the position still need to be improved to support performance.
5. Disciplinary indicators related to always being able to be present on time at apple activities and obeying applicable laws and/ or official regulations with a sense of responsibility and always obeying the provisions of working hours still need to be improved to support performance.
6. The implementation of recruitment can be effective and affect personnel performance if the Regional Police Of South Sulawesi carries out recruitment based on organizational characteristics. Centralistic organizations prefer to carry out recruitment models based on the proximity of cronyism.
7. The implementation of recruitment can be effective if the Regional Police of South Sulawesi maintains and improves the image of the organization. A negative organizational image will have difficulty obtaining personnel that fit the needs of the organization.

8. The implementation of recruitment can be effective if the Regional Police of South Sulawesi needs to describe personnel requirements, abilities and interests in positions that are in accordance with competence. Therefore, it is important for the organization to explain in detail the requirements required for the position offered.
9. In the meantime, the Regional Police of South Sulawesi needs to allocate more budgets intended to motivate personnel to innovate more to support their performance.
10. In the meantime, the Regional Police of South Sulawesi needs to always motivate personnel to improve their competence to make it easier for them to innovate to support their performance.
11. Then the Regional Police of South Sulawesi needs to motivate personnel so that innovation is carried out with closed and open techniques continuously because the needs and desires of the community are always changing.

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