Critical Factors For Evaluating The Police Human Resources Performance: The Case Of South Sumatra Regional Police Office

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ABSTRACT

The professionalism of police members is indispensable to maintain public security and order; enforce the law; and provide protection, protection, and service to the community. Every police officer must start their career in a police organization, and police authority has full responsibility to improve the performance and professionalism of its members. The study aims to identify critical factors that influence the compliance and performance of police members as determining variables of police member performance. Therefore, this research uses variables of specialist education and development, workload and work experience as factors that can be used to improve compliance and performance of police members. This study utilizes quantitative methods with the population being police members in the South Sumatra Police departments totaling 6,743 with a research sample of 378 consisting of 85 leadership elements, the remaining 293 were police members. Instrument tests carried out on questionnaires distributed to respondents are data screening, pilot studies, validity, and reliability. Furthermore, analysis of model completion using the Structural Equation Model (SEM) was carried out, while hypothesis testing was carried out using the Sobel Test method. The results showed that there was an influence between Education and Specialist Development, workload, and experience on the compliance of South Sumatra Regional Police Members. Specialist Education and Development, workload and compliance affect Performance, while work experience does not affect.

1. INTRODUCTION

The performance of the Indonesian National Police (Polri) has become a public concern in the direction of good governance. This can be seen in changes in government policy, including reforms in the fields of politics, defense, and security. The National Police has made various changes both in structural, instrumental, and cultural aspects (Heri, 2019), which is to encourage law enforcement, maintenance of order and service to the public. These three aspects, it is impossible to realize without the support of the internal members of the police, and the support

of the government. These planned changes are a systematic attempt to replan the organization of the National Police in a way that can help to adapt to the demands of reform and to achieve new goals. Thus, the process of this change will also change the culture of the National Police to become more professional police and will ultimately improve the performance of the Indonesian National Police. The South Sumatra Regional Police (Polda Sumsel) is the acting duty of the Indonesian National Police in the South Sumatra Province. Currently, South Sumatra Regional Police has a work unit of 16 Resort Police (Polres) and one Large City Resort Police (Polrestabes) located in cities and regencies in South Sumatra Province. The total number of all personnel in the South Sumatra Regional Police is 39,211 spread across 17 work units with an area of 87,421.24 KM2. With a lot of Human Resources (HR), the South Sumatra Regional Police also plays an active role in maintaining the stability of the country's economy in the current global competitive environment. Providing quality services is considered an important strategy for economic success and survival. This implies that the security services provided by the police have a far-reaching impact on the growth and stability of the country's economy. Both local and foreign investors will only be willing to invest in a safe environment that will foster a conducive business environment. This emphasizes the importance of the role of human resource capabilities owned by South Sumatra Regional Police in providing effective and efficient security services. Even though the increasing complexity of the role of police personnel requires the importance of hiring and retaining high-quality personnel, this has not been accompanied by an increase in the performance of the South Sumatra Police personnel. Based on data obtained from the Planning and Development Bureau (Rorena) of the South Sumatra Regional Police in 2022, the e-performance data that can be achieved is only an average of around 53.9% of each Polres and Polrestabes work unit. These results indicate that the South Sumatra Regional Police have not shown maximum performance by police personnel or members. In addition to performance issues, based on data from the South Sumatra Regional Police Human Resource Bureau, information was obtained that disciplinary violations committed by members tended to increase. As for 2022, the number of disciplinary violations committed by members of the Police in the jurisdiction of the South Sumatra Police has increased by 609 cases of delinquency by members of the Police. There were 114 cases of violations of the code of ethics by members of the Police and 12 cases of criminal violations. To address the above issues, this study identifies the factors that influence the performance of the police personnel in their work. (Junaidi et al., 2020) revealed that work experience has an effect on improving performance. Likewise with the research of (Silaban et al., 2021) which shows that work experience and employee commitment can improve good performance. Other research also proves that there is a positive effect of work experience on work quality. Experienced human resources have good accuracy and ability to complete each job. Apart from that, the improvement in human resource performance can also be seen from compliance within the Police. Research conducted by (Wardhani & Hartono, 2020) and (Wahyurudhanto, 2018) states that human resources who have obedient characters can be used as mediators in improving performance in an organization. In addition, there are changes in conditions in the community and there are still several complaints from the public, reflecting that the performance of Polri members must be even better, thus, this needs attention to further improve the performance of Polri members. Although there have been many studies identifying factors that are used to improve human resources performance in organizations, the validity of these factors to represent the relationship between different factors of a particular theory has not been verified empirically. Furthermore, this framework is designed to evaluate human resource performance only focusing on work experience, compliance, technology, social, legal, and social and there are only a few studies that evaluate using education, workload, and work experience factors simultaneously within the Polri environment. This study aims to identify factors for evaluating the performance of Polri personnel from the perspective of work experience, education, workload, and compliance which form a research framework. This proposed framework was

validated and tested with survey data collected at Polda South Sumatra using a structural equation model (SEM). This study reveals that there is an influence between work experience on Member Performance through Member Compliance. Specialist education and development, workload and work experience affect the compliance of members of the South Sumatra Police. These factors contribute directly and indirectly to improving the performance of human resources in the South Sumatra Regional Police.

2.   Literature Review
2.1   Evaluating human resource performance.

Human resource performance can be defined in many ways. (Locke et al., 1981) defines it as the link between goals and individual performance of tasks or human actions to achieve targets, and specific goals, and continue to strive to increase towards a higher level that has been determined by the organization. (P. Murphy & Hill, 2012) and (G. Latham et al., 2016) define human resource performance as actions, behaviors, and measurable results that involve or are produced by employees that are related to and contribute to organizational goals. These definitions show that contributions and targets are at the core of evaluating the performance of human resources. Measurement of the performance of human resources in the Republic of Indonesia Police is based on Republic of Indonesia National Police Regulation Number 2 of 2018 concerning Performance Assessment for Members of the Republic of Indonesia National Police with a Performance Management System. (Rantatalo & Karp, 2016) state that how the human resources department of the police organization offers a variety of specialist competency development activities through collaborative programs with external partners such as universities and training institutions. The police organization also expressed that the police institution internationally implements and has an organizational structure or special department to organize education and learning for every member of the police. Measuring the performance of human resources can also be conducted through the workload that is had by each human resource in an organization. According to (Siboro, 2022)   and

(Junaidi et al., 2020) revealed that the factors that influence workload, namely: a). time pressure, b) work schedule or working hours, c). role ambiguity d) information overload e) repetitive action and f) responsibility. Meanwhile (Amvrosiadis et al., 2018) argue that workload is influenced by external factors, namely loads that come from outside the worker's body, such as physical tasks, work organization, and work environment. In this study, the intended workload is the workload in the Republic of Indonesia State Police which is regulated in the Regulation of the Head of the State Police Number 9 of 2021 concerning workload analysis, where workload is the number of jobs that must be completed within the scope of the work unit within 1 (one) year recorded every working day. The next factor used to measure human resource performance and compliance within the organization is work experience. (Maharani & Mashuri, 2019) argue that work experience is based on the knowledge and skills possessed by employees. In addition, (Ryan et al., 2021) state that work experience is based on years of service or the length of time employees have worked. Based on the various opinions above, it can be concluded that work experience is knowledge or skills that are revealed and acquired by employees because of actions or work that has been done previously for a certain period. Based on the literature review above, it has various deficiencies to adequately evaluate the performance of police officers. Most previous studies were unsuccessful in considering evaluating compliance as a moderator variable to improve human resource performance. Furthermore, the above variables are designed for use in countries where police institutions are mature. Therefore, such a framework is not suitable for a developing country like Indonesia where the police institution is not yet mature. Finally, the validity of these variables was not examined empirically. How this framework is validated and what methodology is used to validate the framework is not clear. In order to adequately address the above issues, a revised framework, which will be validated empirically, is proposed to evaluate the performance of members of the South Sumatra regional police. Table 1 is a summary of previous research.

2.2   A Conceptual Framework

Based on the theoretical basis and some of the results of previous research reviews, the framework model for this research is as shown in Figure 1. The development of the concept of performance measurement in the police organization of the Republic of Indonesia is the first step to improve the performance of police officers (Heri, 2019), (Mount & Mazerolle, 2021). Figure 1 shows the conceptual framework for evaluating the performance of police human resources with seven hypotheses. This conceptual framework can be explained through human resource education and development, workload, and work experience that have an impact on compliance and performance (Gopinath, 2021). (Safitri, 2020). Human resource education and development (Collings et al., 2019), (Grier et al., 2008) is measured through the perceptions of the community and members of the police through a questionnaire with indicators of education, knowledge, skills, understanding, appreciation, ability and awareness. Furthermore, the dimension of work experience can improve performance and compliance with leaders and regulations (Junaidi et al., 2020), (Nabawi, 2019), (Hakman et al., 2021) can be measured through knowledge, mastery of skills, years of service, type of work and training. Meanwhile, obedience itself is determined by discipline, belief, accepting, doing, confirming and obeying. Finally, the performance in this study (Tengpongsthorn, 2017), (John EHJ. FoEh, 2021) has indicators such as employment contracts, leadership, service orientation, community, economic control, integrity, empathy, commitment and initiative.

3.   Research Methodology
3.1   Population and Sample

Data collection is conducted using a questionnaire method. In the early stages, a pilot study of the instrument is conducted with a small number of respondents. The pilot study aims to ensure that the questionnaire is well developed. Then a questionnaire was prepared and presented on a five-point Likert scale to facilitate examining the relationship between education and development roles, workload, work experience on HR compliance and HR performance. The Likert scale is used to measure respondents' perceptions of

using education and development, workload, and work experience to improve the performance of members of the South Sumatra regional police, which then determines the critical factors from each of these dimensions to improve the performance of members of the South Sumatra regional police. The population of this study are all members of the Indonesian National Police who serve in the ranks of the South Sumatra Regional Police (Polrestabes Palembang and 16 Polres) who have attended specialist education and development totaling 6,742 personnel or around 62.8% (Bureau of HR Polda, 2022) as shown in the Table 2. with the sample proportion.

3.2   Analysis Techniques

To determine the statistical validity of the survey instrument, several statistical tests were performed on the collected data. To start, an exploratory factor analysis (EFA) using Mplus 7.4 was conducted. Before undertaking the EFA, a critical stage is to evaluate the quality of the sample. Therefore, tests of sampling adequacy and sphericity were conducted. The Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity were used to assess the suitability of the respondent data for factor analysis. KMO value is 0.870 and Bartlett's Test of Sphericity with p value of 0.000 indicates that there are correlations in the data set that are appropriate for factor analysis and the hypothesis testing (Kaiser, 1960). The objective of EFA is to identify the underlying constructs of the research. To estimate SEM models with ordinal data it is highly recommended to use the more generalized weighted least square based robust estimators. Therefore, the mean adjusted WLS estimator (WLSM) was used as the model estimation (Muthen, 2004). The results of EFA show that the items were loaded as hypothesized factors with d.f = 241, p-value = 0, RMSEA = 0.061, WRMR= 0.827, CFI = 0.99 and TLI= 0.99 which show an acceptable model fit. A WRMR value of 1.0 or lower is considered a good fit   (Jeng & Huang, 2019). (Raykov, 1998) has demonstrated that Cronbach's alpha may over- or under-estimate scale reliability. As such, the study calculates the reliability of RHO to test the internal consistency of the research instrument. Minimum RHO of 0.897 indicates of the internal consistency of the instrument.

4. Findings and Discussion

The results of research on compliance as an intervening variable determining the performance of police officers apart from specialist education and development, workload and work experience are described as follows. The research model that has passed the Confirmatory Factor Analysis (CFA) process to obtain the Goodness of Fit Model is presented in the following Figure 2. Figure 2 illustrates the Structural Equation Modeling (SEM) equation model after going through a modification process using the Confirmatory Factor Analysis (CFA) method to obtain model fit or Model Fit. The research model that has proceeded through the Confirmatory Factor Analysis (CFA) process to obtain the Goodness of Fit Model is presented in Table 3. The estimation results for the data presented in Table 3 explain that the estimation results using the Confirmatory Factor Analysis (CFA) method were conducted on exogenous variables endogenously it is known that the model meets the predetermined criteria of Goodness of Fit. The Goodness of Fit test value with a probability value of 0.069 indicates that there is no difference between the predicted model and the observational data. Other feasibility measures of the model are in the good category. The fit of the predicted model with the observed values of the exogenous variables meets the requirements.

4.1 Relationship between Education and Development and Obedience

Based on the reference for determining the coefficients in the hypothesis test, the following is the result of the estimation of Regression Weights data after the Maximum Likelihood Bootstrapping process. 05 then Ha is accepted. This means that there is an influence between Specialist Education and Development on Member Compliance in South Sumatra Police Members at 1 Polrestabes Palembang and 16 Polres. About education and development as well as compliance, this study provides results that are in line with research (Kim & Kim, 2017) in which Murphy's research emphasizes that member compliance can be formed when the human resources department organizes education and training. The results of this study are in line with the results of research by (S. J. Karau & Wilhau, 2020),

(Safira Luthfia & Arwiyah, 2019), (Wardhani & Hartono, 2020) that police compliance has a significant influence on the performance of police officers. As stated by (Liu et al., 2019) employee compliance in an organization is not only determined by the performance of superiors, but also determined by external actors who often interact within the organization.

4.2 Relationship between Specialist Education and Development and Performance

The next investigation is the relationship between education and development on the performance of members of the South Sumatra Regional Police. Based on the Parameter Value of the Specialist Education and Development variable of 0.442, while the P value (P-value) = 0.0134 the value is below 5% or 0.05, thus there is an influence between Specialist Education and Development on Member Performance at the South Sumatra Regional Police in one Polrestabes Palembang and 16 Polres. The results of this study are in line with research conducted by (Muhammad, 2017), (DeBusk et al., 2018), (Wahyurudhanto, 2018), (Ginanjar & Berliana, 2021), (John EHJ. FoEh, 2021), (Janib et al., 2021) where the research findings show that education and training as well as employee development can improve performance. Meanwhile, the results of (Heri, 2019) show that the development of big data, recruitment of quality Police members, Police talent management, performance management, technology-based capacity building and job design are Police strategies that are right on target to face challenges in the Industrial Revolution 4.0 era.

4.3 The Relationship between Workload and Obedience

Based on the results of the measurement of the parameter values, the value of workload variables is 0.201, while the P value (P-value) = 0.007 the value is below 5% or 0.05 then hypothesis is accepted. This means that there is an influence between workload on member compliance with members of the South Sumatra Regional Police at 1 Polrestabes Palembang and 16 Polres. The results of this study are in line with the research of (Bruggen, 2015) and (Lukito & Alriani, 2018), state that if the workload assigned

to employees is comparable or aligned with their main duties and functions, it will have a dignified influence on member compliance in carrying out their duties. However, in the police institution, sometimes the workload exceeds the main task, and the work contract includes additional duties. As stated by Karo SDM Polda SS (2023), Polri's tasks are increasingly complex. It is not only dealing with convention crime, terrorism, and narcotics trafficking, the Bhayangkara Corps but also has to take part in tackling the Covid-19 pandemic at the time of Covid. The higher the level of workload, the higher the mental and psychological burden on police officers, so that in the end they sometimes leave working hours or are unable to complete tasks given by their superiors on time. This indicates their disobedience to orders from the head of police office.

4.4 The Relationship between Workload and Performance

Based on the Parameter Value of the Workload variable of 0.218, while the P value (P-value) = 0.004 it is below 5% or 0.05 then the hypothesis is accepted. This means that there is an influence between workload on member performance at the South Sumatra Regional Police in one Palembang Polrestabes and 16 Polres. The results of this study are in line with the research of (Pang & Lu, 2018) which stated in their research that workload is a set of activities that must be completed by an organizational unit or position holder within a certain period of time and the results affect employee performance. However, this does not apply to police institutions, each member of the police, in addition to having the workload stated in the work contract, also has additional duties, for which in carrying out their duties a warrant (Sprint) is given. As stated above, the workload of the police is increasingly complex, especially with the signing of a memorandum of agreement with several ministries some time ago, which causes each member of the police to not only carry out their main duties but also have additional tasks outside of their duties and functions. As stated in the Polri performance management system which is stipulated based on the Chief of Police Regulation.

4.5 The Relationship between Experience and Obedience

Based on the Parameter Value of the Work Experience variable of 0.536, while the P value (P-value) = 0.012 the value is below 5% or 0.05 then hypothesis is accepted. This means that there is an influence between work experience on member compliance at the South Sumatra Regional Police at one Polrestabes Palembang and 16 Polres. The results of this study are in line with previous research, (Lukito & Alriani, 2018) argue that work experience has a significant effect on performance, as well as research, (Darr et al., 1995), (Vaziri et al., 2020a) and (Surya et al., 2021), that experienced employees have good accuracy and ability to complete each job. Several research findings show that compliance and obedience in carrying out work activities are manifested in real attitudes and behavior as well as the level of absenteeism when carrying out work activities (Weaver & Treviño, 2001) Various issues related to compliance with regulations have been widely discussed and tested through public discussion by academics and practitioners.

4.6 The Relationship between Experience and Performance

Based on the calculation results of the Parameter Value of the Work Experience variable of 0.159, while the P value (P-value) = 0.107 the value is above 5% or 0.05 then hypothesis is accepted. This means that there is no influence between work experience on member performance at the South Sumatra Regional Police at 1 Polrestabes Palembang and 16 Polres. The findings of this study are not in line with previous research, where several previous studies showed a positive and significant effect of work experience on the performance of employees or employees. (Brock & Anderson, 2021) state that optimal work experience will also support optimal performance.

4.7 The Relationship between Obedience and Performance

The next step is the measurement of the relationship between compliance variables and performance variables. Based on the results of statistical calculations, shows that the Parameter Value of the Member Compliance variable is 0.145, while the P value (P-value) = 0.042 is below 5% or 0.05, so hypothesis is accepted. This means that

there is an influence between Member Compliance on Member Performance at the South Sumatra Regional Police at 1 Polrestabes Palembang and 16 Polres. Obedience and adherence to rules are one of the factors that determine performance. This is supported by various studies including (Lunenburg, 2012), and (Shamsuddin et al., 2019) and (Kim & Kim, 2017). It's just that this research discusses compliance and compliance with regulations in the financial, taxation, legal and education sectors. Not much research related to compliance with government regulations has been carried out, especially regarding the compliance of members of the National Police.

5. Conclusion

This research investigates critical factors in specialist education and development, workload and work experience to improve compliance and performance of members of the South Sumatra regional police. The hypothetical framework was developed based on a review of the literature on specialist education and development, workload and work experience. The framework was validated using SEM based on survey data collected at the South Sumatra Regional Police. This study used a quantitative method with a population of 6,743 police officers in the South Sumatra Regional Police work unit with a sample of 378 consisting of 85 leaders, the remaining 293 were members of the police. Instrument tests were carried out on questionnaires distributed to respondents, namely screening data, pilot studies, validity and reliability. Next, an analysis of the completion of the model was carried out using the Structural Equation Model (SEM), while the hypothesis testing was carried out using the Sobel Test method. The results of the study showed that there was an influence between Specialist Education and Development, workload and experience on the compliance of the South Sumatra Police Members. Specialist Education and Development, workload and compliance influence performance, while work experience has no effect. It is significant to acknowledge some of the limitations of this study and suggest possible avenues for further research. First, the ability to generalize from the results of this study is limited by the small number of respondents. Second, this study only focuses on increasing the

compliance value and performance of members of the South Sumatra regional police. Third, current research has provided insights into specialist education and development, workload and work experience. Despite acknowledging these limitations, much work still needs to be done to identify the performance of members of the police in other regions in Indonesia or other developing countries from different perspectives and approaches. For example, currently the government is encouraging more government public services to switch from offline to online, this has provided new opportunities to measure the performance of police officers based on capabilities in the field of information technology.

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