

IMPROVING THE QUALITY OF HUMAN RESOURCES TO IMPROVE THE QUALITY OF SERVICE PERFORMANCE OF POLICE

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ABSTRACT

In recent years, the public society have a great demand and high expectation on the service of the police institution due to the raising legal awareness of the citizens. Therefore, how to improve the quality of service performance in police institution becomes an important issue. This study will focus on the effect of transformational leadership, the environment of the organization and organizational commitment on the service performance. The survey was conducted at Polda Metro Jaya Jakarta using causal method. The samples of this survey were 127 personnel of the at Polda Metro Jaya Jakarta being selected randomly. The results show (1) transformational leadership will positively and significantly affect the service performance, (2) organizational the environment of the organization will positively and significantly affect the service performance, and (3) organizational commitment will positively and significantly affect the service performance. Based on these findings, it can be concluded that service performance is positively affected by transformational leadership, the environment of the organization and organizational commitment. Therefore, the respective three variables should be taken into consideration in determining and improving the service performance.

Keywords: *transformational leadership, the environment of the organization, organizational commitment, service performance.*

1. INTRODUCTION

The national and international strategic environment development requires the readiness of the Polri as an institution that is politically empowered to provide public services, protection,

and law enforcement is facing demands for democratization, human rights, the environment, openness, advances in science and technology, information and transportation, standards universality, international legal norms, and the

realization of a clean and authoritative government.

In line with that, with the increasing legal awareness and rights as citizens, the demands and expectations of the Polri's services have also increased so that they must improve themselves in order to improve their services, especially through changes in behavior and improvements in service performance. Thus, their professionalism is a necessity also it is the main goal of their reformation. However, the reformation of Polri should have the same vision as their current major reformation, namely replacing the use of the power paradigm with the moral paradigm and common sense (Satjipto Rahardjo, 2007:43).

In order to achieve that, the role of leadership, the environment within Polri, and the commitment of its members are very important. The service performance is the quality and quantity of all activities or the ability of participants in providing services to other parties in the form of services with the aim of meeting customer needs.

2. LITERATURE REVIEW

2.1. Performance

As stated by Mangkunegara (2005), that the term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. to him, while Robbins (2001) explains that

performance is an outcome achieved by work in his job according to certain criteria that apply to a job.

Furthermore, Bernardin and Russel (in Ruky, 2002: 15) provide the following definition or performance: "performance is defined as the record of outcomes produced on a specified job function or activity during the time period. Achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time. According to Gibson, et al. (2003: 355) Job performance is the result of work-related to organizational goals, efficiency, and another performance effectiveness.

2.2. Quality

Juran and Frank (1993: 32) argues that quality is the suitability of using a product to meet customer needs and satisfaction. The suitability of use is based on the following five main characteristics: a. Technology, namely strength or endurance, b. Psychological, namely the image of taste or status, c. Time, namely reliability, d. Contractual, namely the existence of a guarantee, e. Ethics, namely courtesy, friendly, and honesty. Appropriate use of a building is a society that has long durability of use, improves the image or status of consumers who wear it, is not easily damaged, has quality assurance, and is ethical when used Especially for services required service to customers who are friendly, polite and honest so as to please or satisfy customers.

2.3. Quality Of Service

According to Kasmir (2010), service in general, is any activity that is intended or serves to provide satisfaction to customers, through this service customer wants and needs can be fulfilled.

Services according to Rianto (2010) can be divided into three groups, namely: a) Core services, which are services offered to consumers who are the main product. For example, hotels that mainly provide services in the form of lodging for visitors who need them, b) Facilitating services, are additional service facilities to consumers. Facilitating this service is an additional service, namely the existence of services for the needs of eating, drinking, and other personal needs in Islamic hotels for hotel visitors, c) Supporting services are additional services (support) to increase the value of services or to provide services from the authorities. For example, accident insurance facilities and others, while service quality is a comparison between facts and consumer expectations, if it turns out that what is received is more than desired, the service provided can be said to be of high quality and consumers will feel satisfied, and if the facts are less than expected declared unqualified. So it can be said that customer service is a service activity provided to consumers, both before the transaction, during the transaction, and after the transaction.

2.4. Human Resources

Mathis and Jackson (2006, H.3) state that HR Human Resources is a design of various formal systems in an organization with the aim of ensuring the

effective and efficient use of human expertise to achieve organizational / company goals as desired. Furthermore, Hasibuan (2003, p. 244) states that Human Resources (HR) means integrated expertise that comes from the power of thought and physical power possessed by each person. Those who do and their nature are done still have a close relationship such as descent and their environment, while their work performance is motivated by a desire to fulfill their desires. HR includes the power of thought and the physical power of each individual. More clearly, HR is an ability in every human being which is determined by the power of thought and physical power. Human resources or humans are a very important element in various activities carried out. Even though the existing equipment is quite sophisticated, without qualified human resources it will be meaningless. Because Thinking Power is the basic capital that is born from birth, while experts can be obtained from business (learning and training). A person's intelligence can be measured from the level of Intelligence Quotient (IQ) and Emotional Quality (EQ).

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3. METHODS

The research approach on this study is quantitative research. The quantitative approach is concerned with testing hypotheses and quantifiable data through the use of objective measurement techniques and statistical analysis.

The research objects are members of the Polda Metro Jaya in the areas of Central Jakarta, South Jakarta, North Jakarta, West Jakarta, and East Jakarta. The population of this study is 200 people. The sample selection technique used was Simple Random Sampling, amounting to 127 people.

The research was conducted in Polda Metro Jaya, Greater Jakarta Area, from June 2011 until October 2012.

3.1. Sampling Method

The data were analyzed using correlation analysis and causality path analysis (path analysis) or the existence of cause and effect. Data were collected using instruments in the form of a structured questionnaire. The choice of answers to this instrument used a Likert scale with a scale range of 1 to 5. The instrument made by first compiling a grid derived from the theoretical framework and research variables. The instrument was tested prior it used to determine the validity and reliability of the instrument.

The instruments in this study consisted of four instruments, namely: 1) Transformational leadership instruments, 2) The environment of the organization instruments, 3) Organizational commitment instruments, 4) Service performance instruments. All instruments are in the form of a questionnaire or a questionnaire.

3.2. Data Analyses

Data analysis is an attempt to systematically find and organize to increase the researcher's understanding of the cases being studied and present them as findings to others. The data analysis technique used in this research is descriptive analysis and inferential analysis. The calculations will use the help of MS-Excel and SPSS software version 20.0.

1). Organizing data

Data organizing was done by collecting all existing data in order to make it easier to check whether all the existing data is in order to make it easier to check whether all data needed

is encapsulated. Data organizing is done by selecting data related to authentic research. The data obtained from the questionnaire will be tested for the instrument.

2). Data management

Data management was carried out to test the validity and reliability that has been formulated. Because the data obtained is quantitative data, namely nominal and ordinal data, the data will be processed using MS-Excel and SPSS version 20.0. After analyzing the scores obtained from the respondents, the average score (mean), standard

deviation, median, mode, and variance were calculated as well as the distribution of data obtained in the form of frequency distribution tables and histogram graphs and calculating the effect of each variable with the help of MS Excel and SPSS version 20.0.

4. RESULTS

An empirical model of the structural relationship between variables based on the calculation of path analysis is described in Figure 1 below.

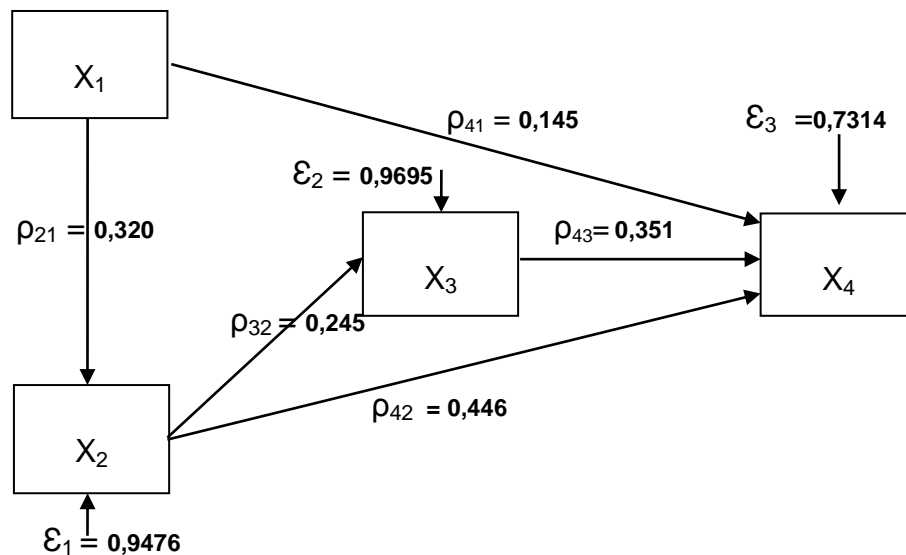


Figure 1: Empirical Model of Structural Relations between Variables based on Path Analysis Calculations Results

Based on the findings, there are 5 (five) significant path coefficients at the level $\alpha = 0.05$ and $\alpha = 0.01$ because they have a value of $t_{count} > t_{table}$ at the level of $\alpha =$

0.05 and $\alpha = 0.01$, namely ρ_{41} , ρ_{42} , ρ_{43} , ρ_{32} , ρ_{21} and 1 (one) insignificant path coefficient, namely ρ_{31} . The detailed

explanation will be explained at the points below.

1). Testing the Substructure 1

In Sub-Structure 1 it is stated that the path diagram consists of only a sub-structure containing two exogenous variables X1 and X2 and an endogenous variable, namely X3, the structural equation for the path diagram above is $X3 = \rho_{31}X1 + \rho_{32}X2 + \epsilon$. From the results of data processing of the SPSS version 20 program on sub-structure 1, the path coefficients obtained are tested as follows:

a). Leadership transformational has a positive direct effect on the organizational commitment

The calculation of the path coefficient and t_{count} to test the Transformational Leadership Hypothesis (X1) have a positive direct effect on Organizational Commitment (X3). The path coefficient of transformational leadership on organizational commitment (ρ_{31}) is **0,22** with t_{count} of **0.242**, while t_{table} at $\alpha = 0.05$ is obtained a value of 1.960. Because the value of t_{count} (0.242) $< t_{table}$ (1.960), the path coefficient is not significant. Based on these findings it can be interpreted that Transformational Leadership (X1) does not have a positive direct effect on Organizational Commitment (X3).

b). The environment of the organization has a positive direct effect on organizational commitment

The calculation of the path coefficient and t_{count} to test the environment of the organization

hypothesis (X2) have a positive direct effect on organizational commitment (X3). The path coefficient of the environment of the organization on organizational commitment (ρ_{32}) is **0.238** with a t_{count} of **2.591**, while the t_{table} at $\alpha = 0.05$ is obtained a value of 1.960. Because the value of t_{count} (2.591) $> t_{table}$ (1.960), the path coefficient is significant. Based on these findings it can be interpreted that the environment of the organization (X2) has a positive direct effect on Organizational Commitment (X3).

2). Testing the Substructure 2

In Sub-Structure 2, it is stated that the path diagram consists of only a sub-structure containing three exogenous variables X1, X2, and X3 as well as an endogenous variable, namely X4. The structural equations for the path diagram above are; $X4 = \rho_{41}X1 + \rho_{42}X2 + \rho_{43}X3 + \epsilon$. From the results of data processing of the SPSS version 20.0 program on the 2 sub-structure, the path coefficients obtained are tested as follows:

a). Leadership transformational has a positive direct effect on the service performance

The calculation of the path coefficient and t_{count} to test the Transformational Leadership Hypothesis (X1) have a positive direct effect on Service Performance (X4). The path coefficient of transformational leadership on service performance (ρ_{41}) is **0.145** with t_{count} **2.040**. While the t_{table} at $\alpha = 0.05$ was obtained 1.960. Because the value of t_{count} (2.040) $> t_{table}$ (1.960), the

path coefficient is significant. Based on these findings it can be interpreted that Transformational Leadership (X1) has a positive direct effect on the Service Performance (X4).

b). The environment of the organization has a positive direct effect on service performance

The calculation of the path coefficient and t_{count} to test the hypothesis of the environment of the organization (X2) have a positive direct effect on Service Performance (X4). The path coefficient of the environment of the organization on service performance (ρ_{42}) is **0.446** with t_{count} **6.235**. While the t_{table} at $\alpha = 0.05$ was obtained 1.960. Because the value of t_{count} (6.235) > t_{table} (1.960). hence the path coefficient is significant. Based on these findings it can be interpreted that the environment of the organization (X2) has a positive direct effect on Service Performance (X4).

c). Organizational commitment has a positive direct effect on service performance

The calculation of the path coefficient and t_{count} to test the Organizational Commitment hypothesis (X3) have a positive direct effect on Service Performance (X4). The path coefficient of organizational commitment to service performance (ρ_{43}) is **0.351** with t_{count} **5.159**. While the t_{table} at $\alpha = 0.05$ was obtained 1.960. Because the value of t_{count} (5.159) > t_{table} (1.960), the path coefficient is significant. Based on these findings it can be interpreted that Organizational Commitment (X3) has a positive direct effect on Service Performance (X4).

The summary of the calculation and testing of path coefficients on substructure 1 and substructure 2 can be seen in Table 1 below.

Table 1:

Result of Calculation and Testing of Path Coefficients

No	Path Coefficients	t_{count}	t_{table}	
			$\alpha=0,05$	$\alpha=0,01$
1	$\rho_{41} = 0,145$	2,040	1,960	2,576
2	$\rho_{31} = 0,022$	0,242 ^{ns}	1,960	2,576
3	$\rho_{21} = 0,320$	3,771**	1,960	2,576
4	$\rho_{42} = 0,446$	6,235**	1,960	2,576
5	$\rho_{32} = 0,238$	2,591**	1,960	2,576
6	$\rho_{43} = 0,351$	5,159**	1,960	2,576

note: ** = very significant on the range $\alpha=0,01$ and $\alpha=0,05$

^{ns} = Non Significant on the range $\alpha=0,01$ dan $\alpha=0,05$

5. DISCUSSIONS

1). Leadership transformation (X1) has a direct effect on Service Performance (X4)

The existence of a leader who is closely related to the implementation of member duties is his role as a leader for members. The leader can carry out his role by encouraging members to carry out tasks according to the objectives or

programs that have been set with certain standards that have previously been set. If the leadership role is carried out in earnest, the leader has the opportunity to improve the performance of a member, be it the quality of products and services or services produced.

According to Gronroos (Edvardsson, 2005: 128), the way to improve service quality is to understand and treat the front-line employees properly. Employees who have contact with customers are a key resource for service organizations. When there is an interaction between customers and frontline employees, the organization's performance at that time is entirely determined by the employee's performance. This is because the employee's performance at that time will determine whether the customer will consume the service again at the next opportunity. To motivate frontline employees to interact well with customers requires a leader who is able to properly motivate them.

According to the results of statistical test, the path analysis coefficient was obtained $\rho_{41} = 0.145$, with a value of $t_{count} = 2.040$ and $t_{table} = 1.960$. This means that the value of t is greater than t_{table} , so the path coefficient is significant. The contribution of the transformational leadership variable to service performance is $0.1452 \times 100\% = 2.1\%$. This value implies that approximately 2.1% of variations in service performance change are determined directly by transformational leadership. The results of this study are in accordance with the theory discussed above, namely that

transformational leadership has a direct influence on service performance.

2). The Leadership transformation (X1) has a direct effect on Organizational Commitment (X3)

Organizational commitment from employees is needed because it can be ascertained that employee loyalty to the organization is high and the performance of the members is also good. Many organizations assume that if the organization has a commitment to its employees it will also commit its employees to the organization. This employee commitment will certainly add to the "extra role" behavior of the employee, such as creativity and innovation

Chandna and Krishnan (2009: 2) in their research found that leadership is needed for optimal subordinate satisfaction, commitment and performance. There is a relationship between transformational leadership behavior and the various outcomes measured at the individual and organizational levels. Apart from transformational leadership, individual trust in the work can also influence organizational commitment. One study reported that organizational commitment and financial performance were seen to improve in bank branch offices when branch managers included a transformational leadership training program.

Statistical assessment proved that the path analysis coefficient was obtained $\rho_{31} = 0.022$ with $t_{count} = 0.242$ and $t_{table} = 1.960$. This means that the value of t_{count} is smaller than t_{table} , so that the path

coefficient is not significant. This may imply that there are other variables that are factors that influence organizational commitment apart from transformational leadership variables.

3). Transformational Leadership (X1) has a direct effect on the organizational environment (X2)

A comfortable of the environment of the organization can be built in an organization because in an organization current work is very much supported by the cohesiveness and togetherness carried out by the members themselves, because without cooperation in a working group, organizational commitment expected of members will never materialized.

Gumusluoglu and Ilsev (2009: 464) suggest that leadership can influence creative behavior through its influence on followers' perceptions of the environment that supports innovation. Leaders can build a work environment that encourages creativity and creates the environment that serves as a guide for more creative work processes. Transformational leaders can also stimulate the intellectual power of followers, champion innovation, and articulate an organization-wide vision, helping to build the environment of the organization where employees feel challenged and energetic to seek innovative approaches to their work.

After being tested statistically, the path analysis obtained $\rho_{21} = 0.320$, with a value of $t = 3.771$ and $t_{table} = 1.960$. This means that the value of t is greater than t_{table} , so the path coefficient is significant. The contribution of the transformational leadership variable to

the environment of the organization is $0.3202 \times 100\% = 10.2\%$. This value implies that approximately 10.2% of variations in the environment of the organization change are determined directly by transformational leadership.

4). The environment of the organization (X2) has a direct effect on Service Performance (X4)

The organizational environment is an employee's interpretation of the experiences they feel while working in an organization that is related to their psychological and social environment. Individuals in their organization give these meanings and assessments based on how they feel about the working atmosphere and the dimensions in their organization that are related to their welfare.

Mullins (2005: 899) states that in its application to organizations, the environment can be associated with the atmosphere, namely the perception of the organizational atmosphere at the moral level or work ethic in the organization, the strength of feelings or a sense of belonging to the organization, concern or togetherness among members. The environment affects the attitude of the members in the organization and can help improve their performance and personal relationships within the organization.

Williams (Gray, 2007: 41-42) conducted a survey of 40 manufacturing companies in the UK and compared the environment to performance. He found that almost all variables from the environment have a significant and

positive relationship with one another, and organizational performance has a strong and positive influence from almost all of the environment variables and measures of performance.

After being tested statistically, the path analysis obtained $\rho_{42} = 0.446$, with a value of $t = 6.235$ and $t_{table} = 1.960$. This means that the value of t is greater than t_{table} , so the path coefficient is significant. The contribution of the environment of the organization variable to service performance is $0.4462 \times 100\% = 19.9\%$. This value implies that approximately 19.9% of variations in service performance change are determined directly by the environment of the organization. Based on the research results, it can be concluded that there is an influence of the environment of the organization on service performance. In other words, if the environment of the organization is good, service performance will be high.

5). The environment of the organization (X2) has a direct effect on Organizational Commitment (X3)

The environment of the organization is important to create because it is a person's perception of what the organization provides and is used as the basis for determining subsequent member behavior. The environment is determined by how members are well directed, built up, and valued by the organization.

Several studies conducted found that there is a very strong relationship between the environment of the organization and employee attitudes such as levels of pressure, attendance and

commitment, and participation. Job satisfaction, the environment of the organization, and job involvement are significant predictors of organizational commitment. O'Reilly (Gadot & Amos: 18) argues that the environment of the organization is positively related to job satisfaction, organizational commitment, and low levels of "exit". This is confirmed by the findings of Adela et al. (Gray: 26) who found in a broad survey that there is a significant relationship between organizational commitment and the environment of the organization.

After being tested statistically, the path analysis obtained $\rho_{32} = 0.238$, with a value of $t = 2.591$ and $t_{table} = 1.960$. This means that the value of t is greater than t_{table} , so the path coefficient is significant. The contribution of the organizational climate variable to organizational commitment is $0.2382 \times 100\% = 5.7\%$. This value implies that approximately 5.7% of the variation in changes in organizational commitment is directly explained / determined by the environment of the organization.

6). Organizational Commitment (X3) has a direct effect on Service Performance (X4)

Highly committed employees are more likely to speak positively about the organization, help others, and their performance exceeds normal expectations, so this can create high quantity and quality both in terms of products or services that result from their work. Moreover, employees who have high commitment may be more obedient to the call of duty and will try to always be involved in every activity of the

organization because they want to repeat their positive experiences.

In accordance with the findings of research by Nehmeh (2009: 1) which explains that there are facts that a large number of studies have found a positive relationship between organizational commitment and employee behavior such as large efforts given by employees in carrying out their duties, higher employee retention, better work attendance, increasing willingness to engage in civic behavior and providing higher quality services.

Dordevic (2004: 111) adds that many researchers indicate that employee organizational commitment is a very important issue because it can be used to measure employee performance, attendance and other behaviors.

After being tested statistically, the path analysis coefficient was obtained $\rho_{32} = 0.351$, with a value of $t_{count} = 5.159$ and $t_{table} = 1.960$. This means that the value of t is greater than t_{table} , so the path coefficient is significant. The contribution of the organizational commitment variable to service performance is $0.3512 \times 100\% = 35.12\%$. This value implies that approximately 35.12% of variations in service performance change are determined directly by organizational commitment.

6. CONCLUSION

Based on the results, the following conclusions can be drawn: first, transformational leadership, organizational climate and organizational commitment have a positive direct effect on service performance. It can be interpreted qualitatively that good

transformational leadership, a conducive environment of an organization and strong organizational commitment will be able to improve service performance. Second, transformational leadership has a positive direct effect on the environment of the organization. Qualitatively, it can be interpreted that good transformational leadership will create a conducive environment of an organization. Conversely, transformational leadership that is not good will make the organizational climate less conducive.

Third, organizational commitment has a positive direct effect on the environment of the organization. Qualitatively, it can be stated that a conducive organizational climate can result from a strong organizational commitment. On the other hand, a weak organizational commitment will make the environment of the organization less conducive.

Finally, according to the results, it was also found that the organizational commitment was not significantly influenced by transformational leadership. Thus, it can be interpreted that the positive direct effect of transformational leadership variables on organizational commitment variables is not supported by empirical data in this study.

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