The Role of Antecedent Variables and Good Governance in Improving the Performance of Regional Police In South Sulawesi

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ABSTRACT: *This research aims to analyze the role of antecedent variables and good governance in improving the performance of regional police in South Sulawesi. The study was conducted at the South Sulawesi Regional Police Station, with a sample of 200 people from 5,042 people in 2018. Data were analyzed using SEM (Structural Equation Modeling) with the help of the Multiple Linear Regression program. Antecedent variables consist of leadership style, commitment, motivation, and human resource development. The results showed that leadership style, dedication, motivation, human resource development, and good governance had a decisive role in improving the performance of regional police in South Sulawesi.*
Keywords: *Antecedent Variables, Good Governance, and Regional Police Performance.*

I.   Background

The development of the South Sulawesi Regional Police HR organization is based on Law Number 2 of 2002 concerning the Indonesian National Police and the Republic of Indonesia's Chief of Police Regulation Number 22 of 2010 dated September 28, 2010 concerning the organization and work procedures of organizational units at the level of the Regional Police of the Republic of Indonesia (Regional Police)) which is a follow up of Presidential Regulation Number 52 of 2010 concerning the organization and work procedures of the Indonesian National Police (Lkip, 2016).

The main tasks and functions of the South Sulawesi Regional Police HR Bureau as stipulated in the National Police Chief Regulation Number 22 of 2010 dated September 28, 2010 concerning the organization and work procedures of the Regional Police, namely: managing performance-based budgeting as stipulated in the Regulation of the Head of the Indonesian National Police Number 7 of 2015 concerning amendments to Republic of Indonesia National Police Chief Regulation number 20 of 2012 concerning compilation of Government Performance Accountability Reports within the Republic of Indonesia National Police. Aside from that, the Government Institution Performance Accountability Report (LAKIP) within the National Police which changed its name to the Government Institution Performance Report (LKIP) as monitoring the implementation of a performance-based budgeting system to strengthen performance accountability and accountability in achieving the vision and mission of the National Police as a public service institution . With reliable performance accountability, the Polri Bureaucracy Reform will be made, *good governance* that is transparent, accountable, and increases public confidence in the overall performance of the National Police (Lkip, 2016).

The Performance Agreement was compiled based on the National Police Chief Regulation Number 6 of 2015 concerning amendments to the National Police Chief Regulation Number 11 of 2012 concerning the Compilation of Performance Determination within the Republic of Indonesia National Police, a statement of commitment that presented the determination and promise to achieve precise and measurable performance within one year specific considerations of the resources it manages (Lkip, 2016).

South Sulawesi Police have made a Performance Agreement for Fiscal Year 2015 is an activity that is structured as a performance Agreement activities tailored to the duties and functions of Performance Agreement is a measure of accountability for performance evaluation at the end of the fiscal year 2016. The

Grand Strategy 2005-2025 National Police prepared to be used as a guideline for all Polri members should be more focused on carrying out their duties. However, in reality, the performance of the National Police is still considered not in line with the expectations of the community, where the results of achieving trust building have not shown optimal results. In contrast, now the National Police has begun to face work programs in the form of partnership development (partnership building). With this condition, it is sure that the challenges and workload of the National Police in achieving*strives for excellence* will be more substantial.

This condition is in line with the process of regional autonomy, which began since the enactment of Law Number 22 the Year 1999 to Law Number 34 the Year 2008, resulting in consequences for each region.

Each region is demanded to be able to regulate and carry out its government affairs in the hope that it will be able to improve the quality of public services in the context of regional development without dependence from the central government.

Based on empirical phenomena that the South Sulawesi Regional Police performance trend tends to increase this is related to community scouting and the assessment of the Indonesian Ombudsman that from 2017 public complaints on performance and services increased by 152 or (15.2%), while in 2018 it increased significantly by 154 or (15.4%), and includes external police complaints. This has implications for declining performance through the services of the South Sulawesi Regional Police. Because there are still members of the National Police personnel who abuse their authority, the public wants South Sulawesi Regional Police personnel to be more professional in performance and service.

Along with the development of these community dynamics, world globalization, and the demands of national bureaucratic reform, the public demanded the National Police carry out public services that are accountable, responsive, oriented to professional services, transparent, accessible, inexpensive, fast, and straightforward. Also, the public also demanded the quality of service (*service quality*) provided by the Police. With excellent *service quality*, it is expected to create a good perception from the public about the services offered by the Police. A good impression from the community will foster a sense of satisfaction because it has fulfilled the expectations they want, which in turn places trust in the Police. However, public confidence in the National Police is seen to be still low, because the services provided by the National Police are not yet excellent or even very poor, therefore research is needed to find out why the quality of National Police services is not yet excellent, why the level of public trust is still low and why the reforms that have been carried out by the National Police not reached the target.

Based on the background above, the problem statement is whether the antecedent and good governance variables play a role in improving the performance of the police in South Sulawesi?

II.   Research Methods

This research was conducted at the South Sulawesi Regional Police. The types of data and data sources used in this study consisted of primary and secondary data, as follows:
1.   Primary data were obtained directly from members of the National Police at the South Sulawesi Regional Police. (respondent) using a list of questions (questionnaire) that had been prepared in advance by members of the National Police in the South Sulawesi Regional Police who were selected as research samples, to obtain supporting data relating to (a) the number of Polri members in the South Sulawesi Regional Police, (b) education level , (c) class / rank / position, (d) work period, (e) assessment system, (f) and others related to the object of this study.
2.   Secondary data is taken from documents in the form of factual data and reports from members of the National Police at the South Sulawesi Regional Police.
Data collection techniques used in this study are:
1.   Observation (survey), namely taking data on the object of research based on comments to see phenomena as follow-up research material.
2.   The interview is data collection in the form of verbal questions and answers to respondents, using interview guides that have been prepared relating to research so that data or information related to the research object can be obtained.
3.   The questionnaire is a list of questions in a closed-form distributed to respondents, in this case, The items in the survey are designed so that members/personnel of the South Sulawesi Regional Police, obtain essential data and information needed in research.
4.   Documentation, namely by using literature, scientific magazines, and notes relating to the object of research.
The number of Polri members in the South Sulawesi Regional Police covered by the criteria was 5042 Polri members in the South Sulawesi Regional Police in 2018, with a sample of 200 people.
The analytical method used in this research is descriptive analysis and quantitative analysis using the Multiple Linear Regression Method. This method is to analyze the role of antecedent variables and good governance in improving police performance in South Sulawesi Province.

III.   Research Results And Discussion

A. Identity of Respondents

Respondents in this study were members of the South Sulawesi Regional Police of 200 respondents. Respondents' characters in the form of gender, age, last education, and years of service are presented to find out the number of frequencies and percentages of the presence of representative South Sulawesi Regional Police Officers in responding to the object of research. The following can be seen as a detailed description of research respondents

Table 1. Characteristics of Respondents

No	Respondents based on	Classification	Number of Respondents	
			F	%
1	**Gender**	Male	160	69.5
		Women	70	30.4
		Total	**230**	**100.0**
2	**Age**	<30	46	20.0
		31 - 40 Years	139	60.4
		> 40	45	19.5
		Total	**230**	**100.0**
3	**Education**	High School/ equivalent	78	33.9
		Diploma	54	23.4
		S1	58	25.2
		S2	34	14.7
		S3	6	2.60
		Total	**230**	**100.0**

Source: Primary Data Processed, 2019

Table 1 shows that the highest number of respondents were South Sulawesi Regional Police officers, 160 people, or 69.5%. This indicates that the sex of South Sulawesi Police is more male, generally respondents have ages 31-40 years as many as 139 people or 60.4%, age <30 years as many as 46 people or 20.0%, while the total period of members South Sulawesi Police Regional Police> 40 years as many as 45 people or 19.5%. The average South Sulawesi Police Regional Police member has a high school / equivalent education background of 78 people or 33.9%; this means that in general, South Sulawesi Police Regional Police members have a high school / equivalent education background.

B. Testing Instruments, Data and Research Models
For testing research instruments, validity testing and reliability testing are used.
1. Test Validity and Reliability of Research Instruments
The measurement of devices is carried out to test whether the instruments used in this study meet the requirements of right measuring tools or by the standards of research methods. Given the data collection in this study using a questionnaire, the seriousness or seriousness of respondents in answering questions is an essential element in research. The validity or validity of research data from a social perspective is primarily determined by the instruments used.

The instrument is said to be good if it meets three main requirements, namely: (1) valid or valid, (2) reliable or reliable, and (3) practical (Cooper &Sehindler, 2003). If the measuring instrument used is invalid or cannot be trusted and is not reliable or reliable, the results of the study will not describe the real situation. Therefore, to test the questionnaire as a research instrument, the *test of validity and test of reliability are used.*

a. Test Validity of the Instrument (*Test of Validity*) The
The Instrument in this study can be said to be valid if it can measure what you want to be measured and can reveal the data and variables studied consistently. Validity is a measure related to the level of accuracy achieved by an indicator in measuring what should be measured. Validity test is the accuracy of the scale of the measurement instruments used to ensure that the measuring instruments used, in this case, the questionnaire questions, are seen by the object to be measured.

Validity is how much accuracy and accuracy of a measuring instrument in carrying out its measurement function; in other words, a test or tool can be said to have high validity if the device performs its measurement function or provides a measurement result in accordance with the purpose of the measurement. The instrument is said to be valid if it can measure what should be measured or measure what is desired precisely (Supranto, 2005: 89). Testing the validity of the instrument is to calculate the correlation coefficient between item scores and their total scores in the significance level of 95% or $\langle= 0.05$. The instrument is said to have a valid correlation significance value ≤ of 95% or $\langle= 0.05$ (Santoso, 2014: 71).

Validity is an index that shows the extent to which a measuring instrument can measure what needs to be measured. For this reason, item analysis was performed using Pearson's correlation method *product moment.* The validity test with this method is done by correlating the answer scores obtained on each item with the total score of the whole item. The correlation results must be significant based on certain statistical measures. The high correlation coefficient indicates the suitability of the function of the issue with the overall measurement function, or in other words, the instrument is valid. Validity is done by using the product-moment correlation coefficient testing criteria used on devices that are said to be valid if the value of r ≥ 0.30 (cut of the point) (Sugiyono, 2010: 82).

b. Instrument Reliability(*TestTest of Reliability***)**

A reliability test is a measure of the internal consistency of the indicators of a construct, indicating the degree to which each indicator variable identifies a common latent factor. The reliability test aims to determine the reliability of the measuring instrument or to determine the consistency of the measuring instrument is used to measure the same object more than once. This reliability test can be interpreted as a level of confidence in the measurement results.

Reliability testing is carried out on the statement items used in this study is the method *Alpha Cronbach*. The limit value*(the cutof*f point) is acceptable for the level of *Cronbach alpha* is ≥ 0,60. Instrumenconsidered to have an adequate level of reliability, if the measured value reliability coefficient was ≥ 0.60. The instrument is said to be reliable if it can be used to measure variables repeatedly that will produce the same data or only slightly vary (Uma Sekaran, 2003: 112).

In the validity and reliability test, responses from questionnaires distributed to South Sulawesi Regional Police personnel were used, a total of 230 Personnel samples so that it can be explained that the entire questionnaire distributed (230 sets) with a return rate of 100% and after being examined there were no questionnaires by the researcher was deemed to be defective (cannot be used) thus overall the survey used for analysis in this study was 230 questionnaires. The results of testing the validity and reliability of the instrument.

2. Testing the Assumptions of Structural Equation Modeling (SEM)

This study uses descriptive statistical analysis and inferential statistical analysis, namely *Structural Equation Modeling* (SEM), with the help *of software* AMOS (*Analysis of Moment Structural*)version 16, with the hope that a synthesis process will occur to perfect the findings. The initial step in SEM analysis (AMOS) is to test assumptions before evaluating the measurement model (*confirmatory factor analysis*) and assess the feasibility of structural models or assess the deviation of the estimated parameter results in this study is to determine whether the data obtained has met the assumptions of the structural equation model. The assumptions underlying SEM are normality, tests *outlier*, and linearity, which can be described as follows:

a. NormalityNormality

The test aims to test whether the analyzed data has been normally distributed. Normality testing can be done using the *Kolmogorov-Smirnov One-Sample Test*, with a significance level of 0.05 or 5%. If significant is produced> 0.05, then the data distribution is said to be healthy. Conversely, if significant, is produced <0.05, then the data are declared not normally distributed.

b. Test of *Outliers*

Test *outliers* data is also called tests outliers of data (extreme)) is the data that appear to have unique characteristics that look very much different from the observations of others, and appears in the form of absolute values is suitable for a single variable or variables combination (Hair *et* al., 2010). Univariate testing of outliers can be done by determining the threshold value that will be used as outliers by converting research data values into *standard scores* or Z-Scores (Ferdinand, 2005: 78). The standardized value has an average (Mean) of zero with a standard deviation (SD) of one. *Univariate outliers*, detection of univariate outliers can be done by determining the threshold value that will be categorized as outliers by converting valuation data values into standard scores or commonly called z-scores, which have an average of zero with a standard deviation of one.

If the values have been stated in a standard format (z-*score*), then a comparison between the values can easily be made. For large samples (above 80 observations), the evaluation guide is the threshold value of the z-score in the range of 3 to 4 (Hair *et al.,* 2010: 205). Therefore cases or observations that have a z-score> 3.0 will be categorized as outliers.

Outlier testing results show that the z-score of each variable, HR Development, Leadership Style, Commitment, Motivation, Good Governance, and Personnel Performance, are at the threshold of the z-score in the range of 3 to 4. Z data distribution table -score).

c. Linearity Test Linearity

Testing aims to see whether the model used is linear. The test results using *scatter plot diagrams* show the result that the pair of data of all variables shows the tendency of the line of regressions starting from the lower-left corner to the upper right. More clearly, the linearity test data of this study using *scatter plot* diagrams. The diagram *scatters plot of* the linearity test presented shows indicators of paired variables, having a data distribution that follows a *linear pattern trend*. Based on the results of tests *curve fit* and *scatterplot*, confirming that the pattern of data distribution complies an aline*linear trend*, thus, proving that the data used in this study meets the data linearity requirements.

D. Hypothesis Testing

To test the hypothesis in this study, the Multiple Linear Regression model is used. The results showed that the antecedent variables (leadership style, commitment, motivation, human resource development) and good governance each played a decisive role in improving the performance of the police in South Sulawesi Province. For more details on the results of hypothesis testing, it can be seen in Table 2 below this.

Table 2. Research Hypothesis Testing Results

No	Exogenous	Variables Endogenous Variables	Direct Effects	P-Value	Information
1	Leadership Style	Police Performance	0.493	0.021	Positive Role
2	Commitment	Performance Poleri	0.327	0.018	Acting Positive
3	Motivation	Police Performance	0.408	0.016	Contribute Positively
4	Human Resources Development	Police Performance	0.261	0.002	Contribute Positively
5	Good Governace	Police Performance	0.926	0.000	Contribute Positively

Based on the above table, it can be described the role of variable antecedents and good governance in improving the performance of the regional police in South Sulawesi Province.

1. Leadership style has a decisive role in improving police performance, as evidenced by the positive value of the regression coefficient, which is equal to 0.493. This shows that the better the leadership style that is applied will increasingly improve the performance of the police in South Sulawesi Province.

The results of this study are in line with research by Chew and Sharma (2005), Savery (2001), Wilson (1995), which indicates that the leadership style applied has a decisive role in improving the performance of organizational members. The results of this study are also supported by the results of Kusumawati (2008), Lok and Crawford (2004), who obtained the same results.

To improve the performance of Polri members through a leadership style approach, it can refer to a survey conducted by Harris and Ogbonna (2016), that of the three leadership styles analyzed, it turns out that the participative leadership style ranks first about a service orientation.

2. The commitment of the police in carrying out their duties has a decisive role in improving police performance, as evidenced by the positive value of the regression coefficient, which is 0.327. This means that the more committed the police in carrying out their duties will improve the performance of the police in South Sulawesi Province.

Commitments made by members of the National Police are shown by always being involved in various organizational activities (affective commitment). This affective commitment is important to produce optimal work results that affect the performance of Polri members seen in the field of community service.

Polri members are also required to have a normative commitment by showing their contribution in contributing to each activity in achieving organizational goals. This normative commitment becomes a means for every Polri Member to be involved in every activity as a manifestation of the actualization of his normative commitment to the South Sulawesi Regional Police. This normative commitment is expected to contribute to the achievement of organizational goals that directly affect the performance of direct involvement in participating in community service according to the mandate given.

Various studies on the role of organizational member commitment to performance show positive results between the two, Benkhoff (2013: 718) although there are some opinions that also say that commitment to this organization can be a consequence or antecedent of performance in some studies conducted by Brief and Motowido (2012) found a decisive role for commitment to organizations by increasing the performance of organizational members.

3. Motivation has a regression coefficient that is positive, which is equal to 0.408. This means that motivation provides an important role in improving police performance in the province of South Sulawesi. This situation shows that the fulfillment of motivation obtained by members of the National Police has been in accordance with their expectations. The form of expectation that wanted by Polri members was high compensation, wanted to be respected, conducive working conditions, to be promoted to have a position, to have responsibility authority, and to control the work field, which directly helped in improving performance.

Motivation is one of the essential aspects of determining Polri's work behavior. Through motivation, members of the National Police are encouraged and directed towards their behavior to carry out their duties of protection

and security effectively (Yudhawati, 2017). Also, the existence of motivation can help members of the National Police develop their professionalism and build a good work culture so that they can be taken into consideration for Polri to be promoted.

4. Human resource development has a decisive role in improving police performance, which is evidenced by the regression coefficient of 0.261. This shows that the better the development of human resources in the South Sulawesi regional police will improve the performance of the police.

Human resource development leads to learning opportunities that are designed to help workers, which are related to their development. It can be seen from two aspects, namely the quantity that concerns the number of human resources and the quality of quality and employee skills.

The results of this study are by the theory put forward by Dharma (2011: 80) the goal of developing human resources is an individual target regarding what one must do and learn to improve performance by increasing knowledge and expertise. Thus the purpose of Human Resource Development, in the end, is to create employees who have an excellent performance by increasing their ability to perform better.

5. Variable *Good Governance* has a positive regression coefficient, which is equal to 0.926. This shows that Good Governance has a positive role in improving police performance, or in other words, that better good governance will further enhance the performance of the police in South Sulawesi Province.

Polri members who understand *good governance* correctly will influence professional behavior in working with an orientation to high performance to achieve the ultimate goal as expected by various parties. Elyawati*et al.* (2015) state that *good governance* provides a positive role and improving the performance of organizational members.

The results of this study support research conducted by Nurwahida et al. (2012), which proves that the principles of good governance play a decisive role in the performance of health officials in Wajo District.

IV. Conclusion

Based on the analysis and discussion before, so this research can be concluded that the antecedent variables comprised of leadership style, commitment, motivation, and good governance play a decisive role in the improvement of police performance in the area of South Sulawesi province.

V. Suggestions

To back off the conclusions previously made, it is suggested as follows:

1. For the South Sulawesi Regional Police to always improve the performance of Polri members through human resource development, human resources activities by still showing examples of ethical behavior to the community.

2. For the South Sulawesi Regional Police to continue to improve and enhance the leadership style that has been applied so far by providing solutions to involve members of the National Police in various activities to enhance the performance of National Police members.

3. It is necessary to maintain the commitment of the members of the National Police in the South Sulawesi Regional Police to continue to improve their performance with solutions through the appointment of loyalty to each task and job given.

4. South Sulawesi Regional Police to continue to maintain the motivation of members of the National Police in improving performance with solutions providing opportunities to be promoted in occupying positions, giving authority according to responsibilities, and increasing work mastery in enhancing the performance of South Sulawesi Regional Police agencies.

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