

The Relationship between Personnel Behavior and Work Effectiveness with the Ability to Adapt to Disruptive Situations as Mediation

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ABSTRACT

This research investigates the relationship between personnel behavior and the job effectiveness of Bhabinkamtibmas (Non-Commissioned Officers responsible for Community Security and Order Maintenance) with adaptability as a mediating variable in disruptive situations. The research methodology involved 310 samples out of 1369 Bhabinkamtibmas personnel distributed within the research area. The research findings indicate that personnel behavior does not have a direct significant influence on job effectiveness. However, an interesting finding is a significant positive influence between personnel behavior and adaptability. Furthermore, adaptability has a positive and significant influence on the job effectiveness of Bhabinkamtibmas. Mediation analysis reveals that adaptability partially mediates the relationship between personnel behavior and job effectiveness. This research significantly contributes to understanding the factors affecting the job effectiveness of Bhabinkamtibmas in the midst of disruptive situations. Research recommendations encompass the need to enhance training and development focusing on improving the adaptability of Bhabinkamtibmas personnel and implementing effective behavioral management strategies in their work context. Thus, the results of this research have practical implications for enhancing the quality of security and community order services provided by Bhabinkamtibmas in the face of dynamic and challenging situations.

1. INTRODUCTION

The police personnel tasked with providing public services to the community at large are Bhabinkamtibmas. Bhabinkamtibmas activities as a form of closeness between the police and residents include visiting or staying in touch from door to door system (DDS). To carry out the duties and functions of Bhabinkamtibmas, quite a lot of personnel are needed. The number of Bhabinkamtibmas in each Polresta unit in the South Sumatra Regional Police region has not been fully fulfilled, in full it can be seen as in Figure 1.

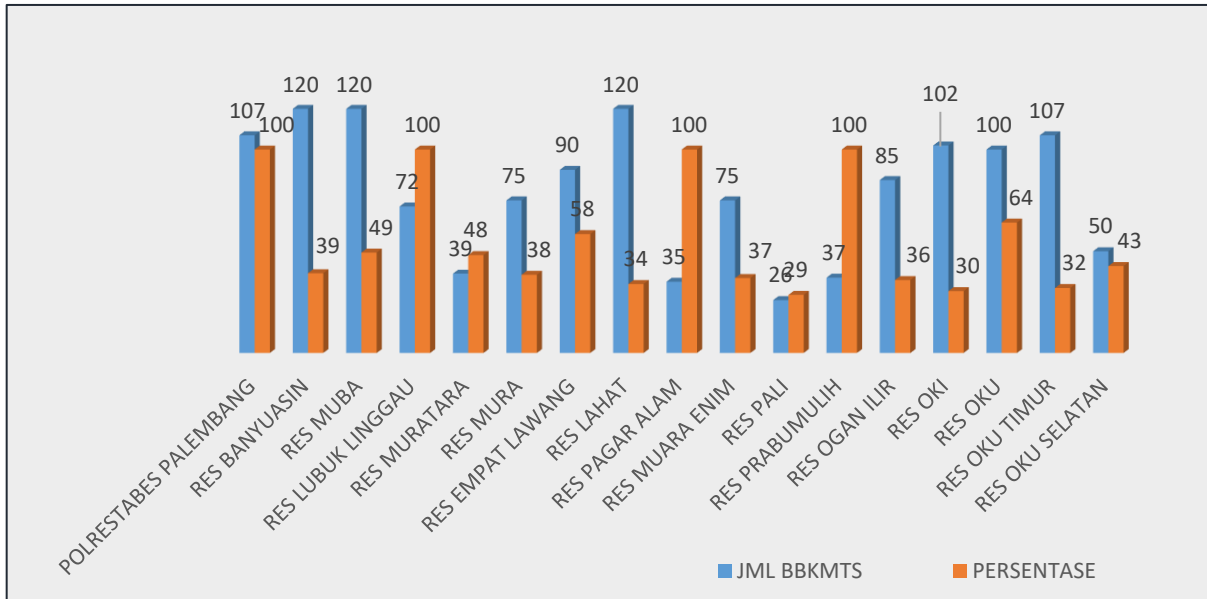


Figure 1. Number of Bhabinkamtibmas and the percentage of the adequacy of each Polres in the South Sumatra Regional Police Region

Source: *Dir. Binmas Polda Sumsel, 2023*

Based on Figure 1, it can be seen that there are only 4 (four) Polres that have met the required number of Bhabinkamtibmas personnel (100%), namely Palembang Polrestabes, Lubuk Linggau Polres, Pagaralam Poles, and Prabumulih Police, while other Polres still have a shortage of Bhabinkamtibmas personnel. In terms of the number of personnel requirements compared to the needs and problems faced in the field, it seems that they are still not suitable, only 1.66% has been reached. Lack of personnel will result in the failure to achieve targets and goals in both the short and medium term, this condition shows that work effectiveness is not achieved optimally. Apart from the lack of personnel, the competence, behavior and adaptability of personnel are very important. The very rapid development of technology and changes in behavior due to Covid-19 have forced personnel to adapt quickly.

Social conflicts, both horizontal and vertical, often occur in various regions of Indonesia. Bhabinkamtibmas must be able to play a role in resolving social conflicts, mediating between disputing parties, and maintaining security stability in their area. Drug trafficking and organized crime continue to be a serious threat in Indonesia. Bhabinkamtibmas plays a role in

providing intelligence information to relevant agencies to uncover drug and organized crime networks, as well as involving the community in prevention efforts. Bhabinkamtibmas often faces limited resources, including limited personnel, inadequate facilities and infrastructure, and limited access to training and professional development. This can affect the quality of service and their performance in carrying out their duties.

Technological developments provide new challenges for Bhabinkamtibmas. Misuse of technology such as the spread of negative content and hoaxes on social media, as well as cyber crimes, require better technological capabilities and understanding to deal with them. Bhabinkamtibmas also plays a role in building social resilience amidst complex social dynamics. They must be able to build good relationships with the community, facilitate social activities, and collaborate with other stakeholders to improve the community's quality of life.

In facing these various problems, Bhabinkamtibmas requires strong support from the government, police institutions, as well as active participation and cooperation from the community to create a safe, orderly and harmonious environment. Despite the efforts made by the police to maintain security and public order, there are still challenges in achieving optimal levels of work effectiveness (Siswanto & Heriani, 2021). Research shows that several factors, such as lack of resources, limited training, and lack of coordination between units, can affect the effectiveness of police work (Sutiyono & Murtanto, 2020). Recent studies show that there is a need for improvements in operational management, the application of information technology, and improving the quality of human resources to increase the effectiveness of police work. (Rukiyanto & Basuki, 2022).

Police behavior has a strong relationship with their adaptability, which in turn influences their work effectiveness. Research by Tett & Kepes (2007) found that police who demonstrate adaptive behavior, such as flexibility, openness to change, and critical thinking skills, tend to be more effective in carrying out their duties. This adaptive behavior allows police to quickly adapt to changing situations, overcome unexpected challenges, and seek innovative solutions. In addition, research by Chan & Law (2017) shows that adaptive police behavior is also related to their ability to resolve conflicts, build good relationships with the community, and manage stress. This has a direct impact on the effectiveness of their work, including community satisfaction, reduced crime rates, and increased public confidence in the police (Asrizal et al., 2018; Bryndin, 2019; Kim, 2020; Ward et al., 2018).

This is different from previous research which tends to look at aspects of the psychological and health impacts of police officers during the Covid-19 pandemic. This research explains how police institutions are directly involved in the Covid-19 mitigation process. This research not only explains the role of the Police as a group involved in the Covid 19 mitigation process. This research also provides an analysis that work as a mitigation actor also has a psychological impact on the Garda Síochána. Similar research was also conducted by Luong et al., (2020), and Kumar, (2021) explained that the community police concept was very effective in functioning as a frontliner to help medical officers overcome the impact of the Covid 19 Pandemic and Vietnam's ability to function police institutions as a response group. providing an

example to the world regarding Vietnam's effectiveness in overcoming the pandemic (Kumar, 2021; Luong et al., 2020). The aim of this research is to analyze the influence of personnel behavior on the work effectiveness of Bhabinkamtibmas personnel in disruption situations with adaptation as mediating.

2. RESEARCH METHODOLOGY

This research uses a quantitative approach model, with a questionnaire as a measurement instrument for each variable. Through this research, it will be known the influence of exogenous variables (Personnel Behavior) on endogenous variables, namely (Adaptive and Performance Effectiveness), where the Adaptive variable is an intervening or mediating variable. This research model also uses a first order approach to see the role of each dimension in explaining the construct.

The population of this research is all police personnel in the jurisdiction of the South Sumatra Regional Police. Considering the large number of police personnel in the jurisdiction of the South Sumatra Regional Police, this research will determine the target population. The target population is part of the population, and can be determined based on elements, geographic boundaries, or time (Sekaran & Bougie, 2016). Based on this definition, the target population in this study was determined based on the contribution element, in the form of the largest number of personnel in each unit, namely: BHABINKAMTIBMAS. The complete number of target populations is shown in Table 1.

Table 1. Population and Sample Size

POLRES	Total Population	Total Sample
Restabes Palembang	107	24
Polres OKU	100	23
Polres OKI	102	23
Polres Muara Enim	94	21
Polres Lahat	120	27
Polres Musi Rawas	75	17
Polres Musi Banyuasin	120	27
Polres OKU Timur	120	27
Oku Selatan	107	24
Ogan Ilir	40	9
Empat Lawang	85	19
Pali	90	20
Muratara	56	13
Pagar Alam	39	9
Lubuklinggau	42	10
Prabumulih	72	16
Total	1369	310

Source: Dokumentasi Kepolisian Daerah Sumatera Selatan (2022)

The sample size to be surveyed is related to the minimum requirements for statistical tools used by researchers in data processing and analysis. Determining the sample size is based on criteria based on the results of previous research from several researchers which stated that the number of research samples can be adjusted to the needs of the researcher himself, so that the reference for determining the sample is diverse/not single (Härdle et al., 2015; Wolff et al., 2022). In connection with the research objectives, one of which is to analyze the relationship that occurs between work effectiveness and several latent variables in an effort to increase work effectiveness mediated by adaptive behavior, the researcher carried out data processing using statistical inference in the form of developing structural equation models (SEM) with tools LISREL statistics.

3. RESULTS AND DISCUSSION

Respondent Characteristics. The unit of analysis in this research is members of the Bhabinkamtibmas Police, totaling 310 respondents from 16 Police Stations of South Sumatra Province. The majority of respondents (45.6%) were aged 40-49 years, 36 percent were aged 30-40 years, 8.7 percent were aged over 50 years, and 9.3 percent were aged under 30 years. The educational level of most respondents (55%) completed high school (SMA), 43 percent had a bachelor's degree, and only 2.6 percent had a master's degree. Based on gender, the majority (84%) are men, and 16 percent are women.

Measurement Model Analysis. Measurement model analysis was carried out to assess the validity and reliability of the indicators used to represent the hypothesized constructs. Analysis of the measurement model for each variable was carried out using Confirmatory Factor Analysis (CFA) in the LISREL 8.7 program. CFA analysis was carried out to test the ability of indicators to explain latent variables. The magnitude of the indicators in explaining latent variables is expressed by factor loading. A higher factor loading indicates that the indicator is better at measuring what it should measure, and if the factor loading is greater than 0.5 then the indicator is considered valid (Gunarto, 2018).

Reliability testing is carried out by calculating construct reliability (CR) and Average Variance Extract (AVE) with the criteria that an instrument or variable is declared to have good reliability if $CR \geq 0.7$ and $AVE \geq 0.5$. If the CR value is between 0.6 – 0.7 the reliability is still acceptable, as long as the indicators have good validity. The CFA model will be formed in several stages until a CFA measurement model is fit, meaning it meets various model suitability criteria, so that the model shows validity and reliability.

The validity test results show that almost all indicators are valid because they have a factor loading value of more than 0.5 (Gunarto, 2018; Gunarto et al., 2021), except for one indicator (PE3) whose value was 0.43 so it was removed from the model. The reliability value of each variable is also reliable because the CR value is > 0.7 and $AVE > 0.5$.

Structural Model Analysis. After carrying out confirmatory factor analysis (CFA) on each variable, then analysis was carried out on the full model for the structural model. The estimation results for the structural model are shown in Figure 2.

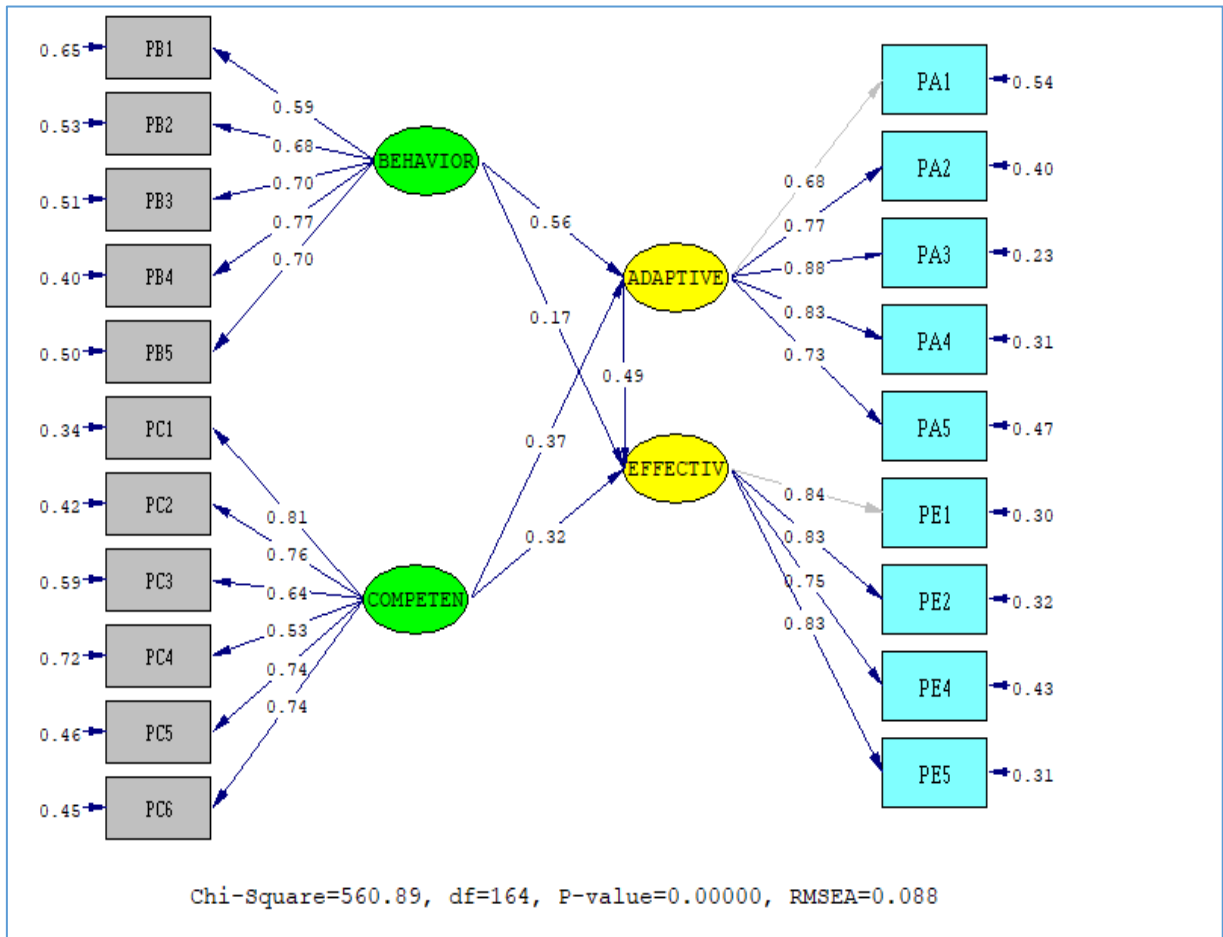


Figure 2. Structural Model Estimation Results.

Source: Researcher, 2023

Figure 2 shows the magnitude of the parameter values in the relationship between existing latent variables as well as the magnitude of the loading factor values for each indicator forming the latent variable. Judging from the existing parameter values, it can be seen that the relationship between exogenous variables and endogenous variables is negative and some is positive. The figure also shows the magnitude of the direct influence and the role of each intervening variable.

The test results for each structural model parameter are shown in Table 2.

Table 2. Results of Testing the Relationship Between Latent Variables

Endogen Variable		Eksogen/ Endogen Variable	Estimate	S.E.	t- Value	Note	R ²
Police Adaptive (PA)	<---	Police Behavior (PB)	0,56	0,10	5,60	Significant	0,80
Police Effective (PE)	<---	Police Behavior (PB)	0,17	0,10	1,72	Not Significant	0,89
Police Effective (PE)	<---	Police Adaptive (PA)	0,49	0,10	4,86	Significant	

Source: Data Processing Results (2023)

Based on Table 2, it can be seen that of the three hypotheses proposed, two hypotheses were accepted (significant) and the remainder (1 hypothesis) was not significant. The results of the structural model analysis show that police behavior has a direct influence on adaptability, but does not have a direct influence on work effectiveness. This shows that adaptability acts as a good mediating variable for the relationship between police behavior and the effectiveness of Bhabinkamtibmas police work. Police competency has a direct and significant influence on adaptability and also has a direct influence on the effectiveness of Bhabinkamtibmas police work. The ability to adapt also has a significant influence on the effectiveness of the work of the Bhabinkamtibmas police.

The results of this research are in line with a study by Smith and colleagues (2020) which revealed that police behavior, such as communication skills, interpersonal skills, and conflict management, positively influences police adaptability in dealing with changing and complex situations. However, this research also shows that police behavior does not have a direct influence on the effectiveness of their work. As a mediator between police behavior and work effectiveness, adaptability plays an important role. In this context, police who have good behavior can help improve their adaptability in dealing with difficult situations, which in turn increases their work effectiveness. Therefore, focusing on developing police behavior that supports adaptation can be an effective strategy in increasing the effectiveness of police work (Smith et al., 2020; Smithikrai & Suwannadet, 2018).

In the context of disruptive situations, police adaptability plays a mediating role in the relationship between police behavior and the effectiveness of police work, using the RAToC theory approach. In disruptive situations filled with uncertainty, rapid change, and complex challenges, role ambiguity can become more prominent. In this case, the police's adaptability becomes increasingly important in dealing with unexpected situations and overcoming emerging role ambiguities. Police who are able to adapt well to disruptive situations have the ability to adjust their strategies, tactics and decisions quickly and flexibly. Research linking police adaptation with work effectiveness in disruptive situations is still limited, but the RAToC theoretical approach provides a relevant understanding framework in identifying the role of adaptation as an important mediation in influencing the relationship between police competence and behavior and police work effectiveness in the context of disruptive situations (Li et al., 2020; Song et al., 2021).

The research results show that police competence influences the adaptability and work effectiveness of the BHABINKAMTIBMAS police. The results of a study by Wibowo and Timbola (2020) found that the level of police competency, including legal knowledge, investigative skills, and communication skills, significantly contributed to their adaptability in dealing with complex and dynamic situations. Furthermore, this research also shows that adaptability is a mediator between police competence and the effectiveness of BHABINKAMTIBMAS police work. In other words, police who have good competence have a higher ability to adapt to task demands and difficult situations, which in turn increases the effectiveness of their work in carrying out the BHABINKAMTIBMAS function. Therefore, it is important to pay attention to developing police competency as an effort to increase their adaptability and work effectiveness (Puspita et al., 2021; B. Wibowo & Timbola, 2020; D. S. Wibowo & Sihite, 2020).

Discussion. RAToC theory (Role Ambiguity Theory of Control) is a theory which states that when police face role ambiguity or lack of clarity in their duties and responsibilities, it can affect their perception of the control they have over work situations and environments (Skogan & Steiner, 2018). This theory states that role ambiguity can reduce the sense of control felt by police, which in turn can have a negative impact on their work effectiveness. Police officers who experience role ambiguity may feel uncertain about the tasks and expectations at hand, thereby hindering their ability to take appropriate action and resolve complex situations. Research by Skogan and Steiner (2018) supports RAToC theory by finding that police role ambiguity is negatively related to their work effectiveness. According to this theory, efforts to reduce role ambiguity and increase perceived control can support increasing the effectiveness of police work.

Based on the RAToC (Role Ambiguity Theory of Control) theoretical approach, an argument can be put forward that police adaptation plays a mediating role in the relationship between police competence and behavior and the effectiveness of police work. RAToC theory states that when police officers experience role ambiguity, they may experience a decreased sense of perceived control over work situations and environments. In this context, police adaptation is an important factor influencing the level of perceived control. Police who are able to adapt well have the ability to adjust to ambiguous duties and roles, so they can overcome this ambiguity and still feel they have sufficient control in carrying out their duties. Police adaptation mediates the relationship between police competence and behavior and their work effectiveness (J. Li et al., 2021). In the context of RAToC theory, police adaptation functions as a mechanism that helps police overcome role ambiguity, increase perceived control, and ultimately increase their work effectiveness.

In the context of disruptive situations, the same argument still applies that police adaptation plays a mediating role in the relationship between police competence and behavior and the effectiveness of police work, with the RAToC theory approach. In disruptive situations filled with uncertainty, rapid change, and complex challenges, role ambiguity can become more prominent. In this case, the police's adaptability becomes increasingly important in dealing

with unexpected situations and overcoming emerging role ambiguities. Police who are able to adapt well to disruptive situations have the ability to adjust their strategies, tactics and decisions quickly and flexibly. Research linking police adaptation with work effectiveness in disruptive situations is still limited, but the RAToC theoretical approach provides a relevant understanding framework in identifying the role of adaptation as an important mediation in influencing the relationship between police competence and behavior and police work effectiveness in the context of the situation. disruptive (J. Li et al., 2021).

The effectiveness of police work has several main elements that determine success in carrying out their duties. First, the police need to be able to complete their tasks properly and on time, including handling cases, carrying out patrols and arresting criminals. This reflects the police's ability to work efficiently and effectively in maintaining public order and security (Lum et al., 2019). Apart from that, responsiveness to the community is also an important element in the effectiveness of police work. Responsive police will be able to respond quickly and responsively to the needs and interests of the community, provide good service, and provide effective solutions to security and order problems (Gaines & Kappeler, 2020). Teamwork is also a key element in the effectiveness of police work. The police's ability to work together in teams, share information and support each other will increase the effectiveness of handling cases and responding to complex situations (Cordner & Scarborough, 2019). Finally, the police profession must be characterized by high standards of ethics and integrity. Police who uphold professionalism will build public trust, maintain the reputation of the police institution, and carry out their duties with integrity and honesty (L. S. Miller & Hess, 2018). By paying attention to these elements, the police can achieve optimal levels of work effectiveness in carrying out their duties. The concept of work effectiveness in the police context refers to the extent to which police achieve their work goals well and contribute to the achievement of police organizational goals.

Police adaptation in dealing with disruptive situations refers to their ability to adapt and operate effectively amidst unusual or disruptive situations. The RAToC (Role Ambiguity, Task Complexity, Organizational Support) theoretical approach can be used to understand how police adaptation can influence the effectiveness of their work. In the context of RAToC theory, police adaptation occurs when they can reduce role ambiguity, overcome task complexity, and obtain adequate organizational support in disruptive situations. When police face unusual or unexpected situations, they can experience role ambiguity, where their duties and responsibilities may be unclear. However, with good adaptation, they can better identify their roles and overcome the ambiguity (Cho & Leshner, 2019).

Additionally, disruptive situations often involve high task complexity. In this case, police adaptation includes the ability to cope with complex and diverse tasks, such as coordinating responses to crisis situations or investigating complex crimes. Adaptive police are able to manage this complexity effectively, through a good understanding of the tasks that must be carried out and the ability to make the right decisions (Kozaric-Kovacic & Hercigonja-Szekeres, 2016).

Furthermore, organizational support also plays an important role in police adaptation in disruptive situations. Police who receive adequate organizational support, such as relevant training, adequate resources, and clear direction, will be better able to adapt and carry out their duties effectively. This support helps police overcome challenges in disruptive situations and facilitates increased work effectiveness. Understanding police adaptation in dealing with disruptive situations is important to increase the effectiveness of their work. Police who can adapt well can reduce role ambiguity, overcome task complexity, and obtain adequate organizational support. This contributes to increasing their work effectiveness in challenging disruptive situations (Burton & Klobas, 2008).

Police adaptation involves several key elements that are important in dealing with disturbing or unusual situations. One of the main elements is adaptive cognition, where police need to have the ability to think adaptively and flexibly in facing new and complex challenges (Ebersole & Kurke, 2013). In addition, police also need to have problem-solving skills, so they can adapt their strategies and tactics according to changing situations (Crank & Caldero, 2000). Emotional adjustment is also an important element, where police must be able to manage their emotions well in challenging situations (Scott, 2004). Collaboration and effective communication are also key elements in police adaptation, as they often work in teams and must be able to coordinate with their colleagues (Klockars et al., 2020). Finally, adequate preparedness and training are also very important, because well-trained police will be better prepared to deal with disruptive situations (Cordner & Scarborough, 2019). These references provide deeper insight and understanding of the elements of police adaptation mentioned, thereby assisting in the development of effective strategies and training in dealing with unusual or disruptive situations.

4. CONCLUSIONS & RECOMMENDATIONS

Police behavior has a direct influence on adaptability, but does not have a direct influence on the effectiveness of BHABINKAMTIBMAS police work in disruption situations. Meanwhile, adaptability also acts as a mediating variable between police behavior and their work effectiveness. In other words, good police behavior can increase their adaptability, which in turn increases work effectiveness in carrying out BHABINKAMTIBMAS duties. Therefore, it is important for police institutions to focus on developing police competency and behavior as an effort to increase their adaptability and work effectiveness in facing disruptive situations..

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