

Influence of Situational Leadership, Commitment, and Competence on the Performance of National Police Personnel through Good Governance at the South Sulawesi Regional Police

Agus^{1*}, Mansyur Ramly¹, Abdul Rahman Mus¹, Achmad Gani¹, Ilham²

¹ *Muslim University of Indonesia, Makassar, South Sulawesi, Indonesia*

² *State Islamic University of Alauddin, Makassar, South Sulawesi, Indonesia*

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Abstract:

This research aims to (1) analyze the influence of situational leadership on good governance and performance, (2) analyze the influence of commitment on good governance and performance, (3) analyze the influence of competence on good governance and performance, (4) analyze the influence of good governance on performance, and (5) analyze the influence of situational leadership, commitment, and competence on performance, mediated by good governance. The research method used was quantitative research. The research object is the South Sulawesi Regional Police personnel. The results of this research show that 1) situational leadership has a positive and significant effect on good governance and the performance of the national police personnel at the South Sulawesi Regional Police; 2) commitment has a positive and significant effect on good governance and the performance of the national police personnel at the South Sulawesi Regional Police; 3) competence has a positive and significant effect on good governance and performance; 4) good governance has a positive and significant effect on performance; 5) good governance can mediate the influence of situational leadership and competence on performance but cannot mediate commitment to performance. The findings of this research suggest that by implementing good governance, it can serve as a moral compass to enhance the ethical standards within the police force. This includes improving service ethics, institutional ethics, and community ethics. This will lead to the optimal execution of police duties and responsibilities. The novelty of this research is that previous researchers focused only on the influence of situational leadership, commitment, and competence on performance and did not touch on good governance as a mediator. Good governance has not been widely studied as a mediating variable; therefore, the researchers use good governance as a mediator.

Keywords: situational leadership, commitment, competence, good governance, performance.

通过南苏拉威西地区警察的良好治理，情境领导、承诺和能力对国家警

察人员绩效的影响

摘要:

本研究旨在 (1) 分析情境领导对良好治理和绩效的影响, (2) 分析承诺对良好治理和绩效的影响, (3) 分析能力对良好治理和绩效的影响, (4) 分析良好治理对绩效的影响; (5) 分析在良好治理的调节下情境领导、承诺和能力对绩效的影响。所采用的研究方法是定量研究。研究对象是南苏拉威西地区警察人员。本研究结果表明: 1) 情境领导力对南苏拉威西地区警察的良好治理和国家警察人员的绩效具有积极且显著的影响; 2) 承诺对南苏拉威西地区警察的良好治理和国家警察人员的绩效具有积极和重大的影响; 3) 能力对良好治理和绩效具有积极且显著的影响; 4) 良好的治理对绩效有积极且显著的影响; 5) 良好的治理可以调节情境领导和能力对绩效的影响, 但不能调节对绩效的承诺。这项研究的结果表明, 通过实施良好的治理, 它可以成为提高警察部队内部道德标准的道德指南针。这包括提高服务道德、机构道德和社区道德。这将导致警察职责和责任的最佳执行。这项研究的新颖之处在于, 之前的研究人员只关注情境领导、承诺和能力对绩效的影响, 而没有触及作为中介的良好治理。良好治理作为中介变量尚未得到广泛研究; 因此, 研究人员使用良好的治理作为调解者。

关键词: 情境领导、承诺、能力、良好治理、绩效。

1. Introduction

Since the inception of the reform era in 1988, the National Police of the Republic of Indonesia has been under increasing pressure from the public to undergo comprehensive reform. This includes structural changes in the police's state administration, organization, structure, and position. Additionally, there is a demand for institutional changes in the form of revising the police's philosophy, vision, mission, and goals and enhancing their authority, competence, functional capabilities, and utilization of science and technology. Furthermore, cultural aspects are seen as the culmination of changes in both structural and instrumental aspects as they play a crucial role in shaping the quality of services provided by the Police to the community (Johari & Yahya, 2019).

Based on Kompolnas data regarding public complaints from 2021 to 2023, approximately 98% of reports submitted to Kompolnas are still related to detective services. Of the six performance aspects assessed (poor service, discrimination, corruption and abuse of authority), 95% of complaints were related to poor service. The key to solving police problems that arise in society is through communication and transparency. The Kompolnas has identified instances where investigators failed to promptly inform the public of the progress of investigation results through Progress Notification Letters (SP2HP). This lack of communication led to the assumption that the public was already aware of the stages of the investigation being conducted by the police (Kompolnas, 2023).

According to factual data concerning the performance of the South Sulawesi Regional Police in addressing public complaints and the assessment conducted by the Indonesian Ombudsman, there has been an increase in public complaints regarding

performance and services. In 2020, there was a 15.2% increase, with a total of 152 complaints. This trend continued in 2021, with a significant increase of 15.2%, totaling 154 complaints, representing a 4% increase. These figures include external complaints lodged against the police. This has implications for decreasing performance through the services of the South Sulawesi Regional Police. This is because there are still members of the national police who abuse their authority; therefore, the public wants the South Sulawesi Regional Police to be more professional in performance and service (Setyowadi, 2021).

In response to the evolving societal dynamics, world globalization, and calls for national bureaucratic reform, the public is urging the national police, particularly the South Sulawesi Regional Police, to provide accountable, responsive, and professional service. It is essential that the services offered are transparent, user-friendly, cost-effective, fast, and uncomplicated. In addition, the public also demands the quality of service provided by the South Sulawesi Regional Police.

The South Sulawesi Regional Police is aimed at enhancing public perception of their services through the competence of their officers. By providing efficient and effective law enforcement, it can instill confidence and satisfaction in the community. It is their goal to fulfill expectations and earn the trust of the public. However, public trust in the national police still appears to be low because the services provided by the national police are not yet excellent or are even atrocious. Therefore, research needs to be conducted to determine the competence and performance of the national police, why the level of public trust is still low, and why the reforms carried out by the national police have not yet been implemented to achieve the target.

The factual problem is the performance of police

personnel who do not adhere to the principles of good governance. This shows a lack of public trust in the performance of the police. Therefore, police bureaucratic reform needs to be carried out, and managerial supervision is needed. There is a quick win program that contains the principles of good governance, particularly transparency in the recruitment of police personnel, which is built on the basis of free flow of information, information that can be accessed by interested parties, and the availability of adequate information so that it can be understood and monitored by all levels of society (Dalimunthe, 2018).

Other problems regarding the performance of the police in relation to governance or good governance in the recruitment of police members, for example, occurred during the recruitment of police brigadiers. There were allegations of incidents that made the police's image unfavorable, with allegations of collusion between the committee and participants in the Police Brigadier acceptance test. This has huge implications for the image and performance of the police institution as a whole.

This research was developed by referring to several previous studies:

Khan et al.'s (2016) analysis variables consist of human resource development (X) and organizational performance (Y). Data were collected from employees working in commercial banks in Dera Ismail Khan, Pakistan. The analytical tool used was multiple linear regression. The research results show a positive relationship between human resource management practices and organizational performance.

Abazeed's (2018) analysis variables consist of talent management (X), organizational commitment of telecommunication company employees in Yordani (Y2), and the mediation variable employee work engagement (Y1). The analysis tools used was SPSS AMOS. The results of the research show that talent management has a significant impact on organizational commitment.

The principles of governance include participation, rule of law, transparency, responsiveness, consensus orientation, fairness, effectiveness and efficiency, accountability, and strategic vision. In this research, governance principles are limited to transparency and accountability, considering that these two principles often give rise to problems at a practical level (Finger & Pécoud, 2017).

This can be seen from the governance perspective of the recruitment of police brigadiers for the 2017 fiscal year at the South Sulawesi Regional Police. The research results state that the implementation of the recruitment of National Police Brigadiers for the 2017 fiscal year at the South Sulawesi Regional Police uses the BETAH (clean, transparent, accountable, and humanist) principle which is used as a reference in the implementation. In the implementation before the test phase begins, there is an agreement and a commitment with written provisions called the Integrity Pact. The Integrity Pact outlines the expectations for prospective

students, police brigadiers, all committee members, supervisors, and parents of prospective students/students. It is mandatory for all parties to comply with the rules and principles of BETAH throughout the entire testing process, from the initial acceptance stage to the final graduation determination. This protocol applies to the acceptance of national police brigadiers for the 2017 fiscal year at the South Sulawesi Regional Police.

Based on the various phenomena and empirical evidence regarding the performance of the South Sulawesi Regional Police, it is clear that there are multiple variations and complexities of issues within the organization.

2. Literature Review

2.1. Situational Leadership

This situational approach is a theory that tries to find a middle way between the view that there are universal principles of organization and management and the view that each organization is unique and has different situations that must be faced with a certain leadership style (Hartono, 2018). The leadership style of an agency is considered essential because the leadership style of a leader in an organization will influence the behavior of subordinates so that they are able to perform tasks or activities as well as possible. Employees or subordinates can achieve maximum work productivity if they have motivation that comes from themselves or from the work environment (Yasing et al., 2022).

In today's world, leadership is no longer solely reliant on talent and experience. Instead, it is increasingly dependent on deliberate preparation and training of potential leaders. Effective leadership is cultivated through planning, investigation, experimentation, analysis, supervision, and systematic development to awaken the qualities of superior leaders, enabling them to succeed in their responsibilities, inspire and motivate others, and facilitate contributions toward organizational effectiveness and success (Kadarmanta, 2019; Lestari Izaak, 2019). The indicators of situational leadership according to Hersey and Blanchard (1969) are as follows:

a) *Telling*: the leader's ability to define the roles needed to perform tasks and tell followers what, where, how, and when to perform their tasks.

b) *Selling/peddling*: the leader's ability to provide structured instructions for their subordinates while also being supportive.

c) *Participating/involving*: interaction between leaders and subordinates in which leaders and subordinates share decisions regarding how best to complete a task well.

d) *Delegating*: the leader's capacity to delegate responsibility for the execution of tasks to subordinates for ensuring efficient work performance.

Situational leadership is a theory that emphasizes the conditions of subordinates or followers. This leadership style explains how a leader adapts to the maturity of

their subordinates and the company's work environment. The situational leadership style is highly adaptable, which makes it ideal for navigating the ever-evolving landscape of global competition. As conditions shift rapidly, this approach allows leaders to effectively respond and guide their teams toward success. Companies must be more adaptive to progress and change, so that the company's survival will also be guaranteed. Efforts that can be made to deal with these conditions include applying a situational leadership style in leading an organization or company (Samsuri, 2014). Hidayati et al. (2015) and Ghazzawi et al. (2017) stated that situational leadership style had a positive effect on employee performance. This shows that the situational leadership style will be very helpful in improving employee performance.

2.2. Commitment

Organizational commitment is defined as the relative strength of individual identification and involvement in a specific organization. It includes trust, support for the goals and values of the organization, and a strong desire to benefit the organization and maintain membership in the organization. Organizational commitment refers to aligning employee goals with organizational goals, the willingness to exert all efforts for the interests of the organization, and attachment to remaining part of the organization (Wijaya & Dewi, 2017; Tamengkel & Rumawas, 2021).

Organizational commitment is a situation in which an employee supports a particular organization and its goals and desires to maintain membership in the organization. The stronger the organizational commitment, the stronger the employee's performance in performing their daily duties. This means that the level of employee performance in performing their duties is determined by their strength or weakness (Robbins & Judge, 2019; Samuel et al., 2020).

Greenberg and Baron (2008, p. 236) explain that the three types of commitment are interconnected. This relationship is visualized in Figure 1.

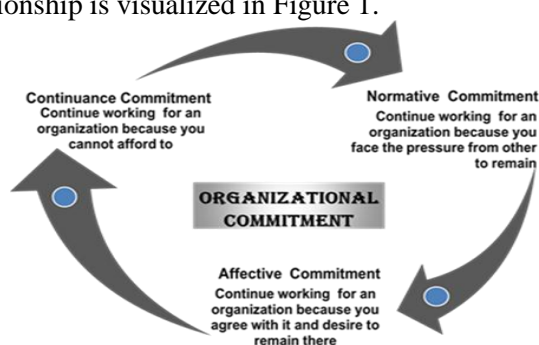


Figure 1. Types of organizational commitment (Greenberg & Baron, 2008, p. 236)

2.3. Competency

Competence is an individual's ability to perform a job correctly and have excellence based on matters relating to knowledge, skills, and attitudes (Edison et al., 2017). According to Spencer and Spencer (1993, p. 9) as cited in Kasmir (2016), competence is the

fundamental attributes of an individual that dictate their behavior and thought processes. It involves the ability to analyze complex situations, draw conclusions, and formulate rational thoughts that stand the test of time

Competency is an individual's capacity to perform various tasks in a job. Suitability of education and skills according to competency is also a determining factor in increasing job satisfaction and performance (Parmin, 2017; Suhardi, 2019). Competency is the ability to perform a job or task that is based on skills and knowledge and supported by the work attitude required by the job. Competence is a provision and capital as well as a criterion for employees to perform work to achieve high performance (Wibowo, 2016; Arifin et al., 2023).

Competencies can take the form of skills and knowledge related to certain fields. Competencies play a crucial role in shaping a company's performance, making the process of employee selection a top priority for every organization (Labola, 2019; Nadella & Rahadi, 2020).

2.4. Good Governance

Good governance in Islam presents unique features, namely combining the elements of monotheism, shura, sharia rules, and maintaining personal goals without ignoring social welfare tasks. Islam also believes that a person's daily activities and company transactions must be based on the values of firmness, respect, justice, tolerance, patience, and honesty, not lies, arrogance, envy, slander, and self-aggrandizement. This practice must be realized in individuals involved in business activities and operations and in their relationships with all respective stakeholders (Anwar, 2018).

Good governance is the implementation of solid and responsible development management in line with the principles of democracy and efficient markets, avoiding misallocation of investment funds, preventing corruption both politically and administratively, implementing budgetary discipline, and creating legal and political frameworks for the growth of business activities. The regional bureaucracy has been considered incompetent. Under such conditions, local governments are always in doubt about their capacity to perform decentralization. On the other hand, they also have to reform themselves from a corrupt government to a clean and transparent government (Rosyada, 2019).

Good governance has a profound influence on a company's value, yielding positive outcomes and significant results. If there are many companies that implement good governance, it will increase company value. Investors will also consider whether the company they are going to invest in implements good corporate governance (GCG) (Worokinasih & Zaini, 2020).

The implementation of GCG practices must be followed by the presence of independent directors. Differences in interests between the board of directors and company owners often become a classic problem. This can be avoided by the existence of an independent

board of commissioners where the independent director functions as a neutral party who can bridge the interests between company directors and shareholders. In Indonesia, the function of independent directors remains unclear. If the function of the independent director is clear, then this can make the implementation of GCG in the company run more effectively (Khameswary, 2019).

Implementing good governance is a significant opportunity for companies to gain various benefits, including investor trust in the company. The financial performance of a company is determined by the extent of its seriousness in implementing GCG. The more seriously a company implements GCG, the higher its financial performance (Hamdani, 2016).

2.5. Performance

Anwar Prabu Mangkunegara (2017) states that performance is “work achievement or work results, both quality and quantity, achieved by human resources over a period of time in performing their work duties in accordance with the responsibilities given to them.” Meanwhile, according to Arismayani et al. (2017), performance is the result of work in terms of quality and quantity that can be achieved by an employee in performing tasks in accordance with the responsibilities given to him. Performance includes actions and behaviors that are relevant to organizational goals. Performance is not the consequence or result of actions but rather the actions themselves (Wijaya & Dewi, 2017). According to Hasibuan (2016), performance is the work result achieved by a person in performing the tasks assigned to them based on skills, experience, seriousness, and time.

Factors that influence performance are (1) personal/individual factors, including knowledge, skills, abilities, self-confidence, motivation, and commitment of each individual; (2) leadership factors, which include the quality of providing encouragement, enthusiasm, direction, and support from leaders, managers, and team leaders; (3) group/colleagues: these factors include the quality of support and enthusiasm provided by colleagues in a team, trust in fellow team members, cohesiveness, and closeness of team members; (4) system factors including work systems, work facilities, and infrastructure provided by the organization, organizational processes, and performance culture within the organization (Armstrong, 2021; Serang et al., 2023).

When discussing the performance of Polri members, it is essential to consider their conduct both on and off duty. Work behavior begins with motivation accompanied by a positive work attitude, perception, values adhered to, and abilities or competencies possessed by members of the national police. Without these aspects (of course which are included in the good category), it is impossible to produce good performance that is in accordance with the goals and objectives of the job/task (Sumantri, 2016).

Within the national police organization, it is

imperative to have police officers who possess skills and demonstrate professionalism in carrying out their duties. To fulfill its obligations effectively, the national police must possess a team of quality, highly skilled, and professional human resources. This ensures that they are able to carry out their duties with precision and excellence. In their activities, each police officer must also have good motivation for carrying out their duties because motivation can be a driving force that influences individual performance (Prasetio & Wulansari, 2016). The police have worked very seriously beyond the productivity that has been achieved so far. In this category, the police must be assessed as a very healthy institution, both from the service aspect and from the administrative implementation side (Danendra, 2012). The uniqueness of this research lies in its exploration of various studies yielding intriguing results. This study aims to identify variables that are specifically relevant to the target segment under investigation. The variables in this research share similarities with those in previous studies, but what sets them apart is the inclusion of the situational leadership style and good governance as variables. These factors are measured using different indicators than those utilized by previous researchers.

3. Methods and Materials

The research method used was quantitative research. The research object was the South Sulawesi Regional Police personnel totaling 258 respondents. The criteria for selecting research objects are carried out in a representative manner, where the sample is considered to be of high quality, representative of other samples, and able to provide data and information related to the matter being researched. The sample is determined using the Krejcie-Morgan method. This research uses two types of data: primary and secondary. Primary data were obtained directly from the research location by conducting interviews, observations, and documentation. Meanwhile, the secondary data obtained were not directly sourced from authentic documents or performance reports of the national police personnel at the South Sulawesi Regional Police. The analytical methods used in this research were descriptive and quantitative analyses using structural equation modeling (SEM).

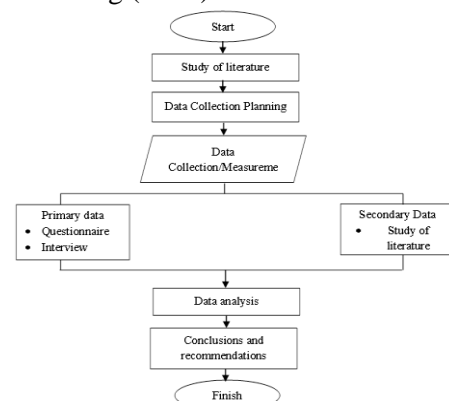


Figure 2. Research flow (The authors)

4. Results and Discussion

The respondents in this research were the national police personnel at the South Sulawesi Regional Police. This research uses five variables: situational leadership (X1), commitment (X2), competence (X3), good governance (Y1), and performance (Y2).

Figure 3 shows that situational leadership consists of four indicators: telling, selling, participating, and delegating. Commitment consists of four indicators: loyalty, attitude toward tasks, responsibility, and self-discipline. Competence consists of four indicators: personal character, self-concept, knowledge and skills. Good governance consists of four indicators: professionalism, proportionality, equity, and responsiveness. Performance consists of four indicators: clean, transparent, accountable, and humane. The relationship among variables demonstrates a direct positive correlation between situational leadership (X1), commitment (X2), competence (X3), good governance (Y1), and performance (Y2).

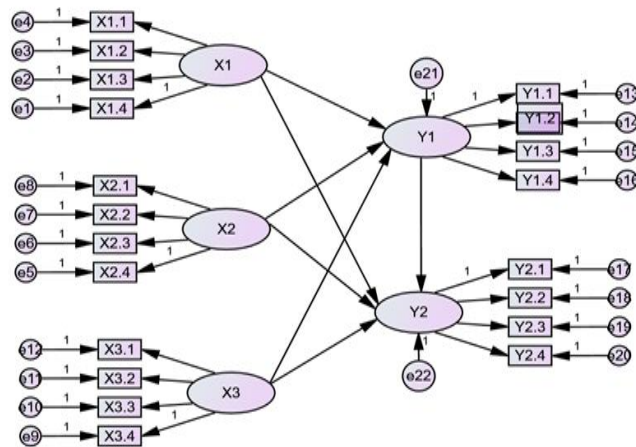


Figure 3. Path diagram (The authors)

After obtaining the SEM model, hypothesis testing can be performed by comparing the calculated t value or critical ratio with the t table value limit, which is 1.960. The following hypothesis test results are obtained:

Table 1. Research hypotheses (The authors)

Influence	Path coefficient	S.E	C.R	p	Information
X1→ Y1	0.184	0.059	2.828	0.005	Significant
X1→ Y1	0.207	0.080	2.943	0.003	Significant
X1→ Y1	0.185	0.055	2.742	0.006	Significant
X2→ Y1	0.335	0.046	4.896	0.000	Significant
X2→ Y1	0.173	0.059	2.435	0.015	Significant
X2→ Y1	0.242	0.042	3.403	0.000	Significant
Y1→ Y2	0.248	0.052	3.450	0.000	Significant
X1→Y1→Y2	0.046	0.014	2.151	0.032	Significant
X2→Y1→Y2	0.051	0.019	2.193	0.128	Not significant
X3→Y1→Y2	0.046	0.013	2.103	0.036	Significant

4.1. Situational Leadership for Good Governance

The research results show that situational leadership has a positive and significant influence on good governance. This shows that the better the situational leadership behavior shown by the leaders, the better they will be in implementing the principles of good governance for the South Sulawesi Regional Police personnel.

Situational leadership has the highest loading factor on the telling indicator showing the statement item “My leadership always informs about and discusses every new policy in my institution by involving all police personnel clearly and openly,” which holds the highest average value and falls within the superb category. As per Djohan (2016), the telling leadership style involves a leader making decisions independently, while also allowing subordinates to openly share their opinions. Ultimately, the final decision rests with the leader, who bears full responsibility. Some believe that the telling leadership style involves one-way communication from the superior, the superior dictating and assigning roles to subordinates, and the superior bearing full responsibility for decision-making (Tentama, 2015).

This research is in line with previous research that found that situational leadership has an effect on good

governance (Islam et al., 2020). However, this research is not in line with that by Efida Aprilia et al. (2020), which found that situational leadership, although it has characteristics such as one-way communication from top to bottom, telling what, how, when, and where subordinates’ tasks are carried out, has not been able to significantly improve good governance.

The good governance paradigm in police institutions emphasizes the importance of following proper processes and procedures. Collaboration is prioritized throughout the preparation, planning, development, and drafting of policies. A true leader embodies integrity by avoiding collusion, corruption, and nepotism. They are also adept at improving bureaucratic performance to ensure that both leaders and their subordinates embrace servant leadership through professional service activities. Ethical leadership is exemplified by upholding ethical values, while effective leadership involves adapting to the maturity level of subordinates. Strong leaders exhibit consistency in their behavior, provide clear direction to subordinates, and engage in one-way communication to convey tasks and expectations. Success for a leader lies in their ability to identify and cater to the maturity level of their team members.

4.2. Commitment Influences Good Governance

The research results prove that direct commitment has a positive and significant influence on good governance. This can be interpreted as indicating that the strong commitment of the national police plays a role directly related to the implementation of the principles of good governance by the South Sulawesi Regional Police personnel.

The research results that prove the positive and significant influence of commitment to good governance support Syafrion et al.'s (2015) research, which states that commitment has a positive influence on the implementation of good governance. According to him, employees with high commitment will try to create a professional working atmosphere and situation where a professional working situation will have an impact on increasing the achievement of agency/organization targets in public services in accordance with the principles of good governance. Wiratno et al. (2019) also reached the same results as Syafrion et al. (2015). However, the findings of this study do not align with those of Rivaldo and Ratnasari (2020), who found that there is no significant relationship between commitment and good governance.

Police personnel who have high commitment will try their best to make the place where they are assigned to work a success according to their main duties and functions. The more emotionally attached a person is to the organization where he/she works, the higher their loyalty in relation to efforts to support the success of the organization, in this case, the police agency, in accordance with predetermined goals. Overall, the South Sulawesi Regional Police personnel feel part of their agency. They feel that the problems that occur in the agency are also their own problems and must collectively find ways to solve them in accordance with applicable laws and regulations. They continue to be motivated to improve their performance and provide the best service to the community.

These results indicate that the leadership created a comfortable environment for the South Sulawesi Regional Police personnel in performing their obligations so that they could apply the principles of good governance. This is in line with what was conveyed by Brotodiredjo (2016).

The implications of good governance as a moral or ethical basis for administering the police can be seen in the Police Code of Ethics. The attitude of the national police personnel can be demonstrated through a code of ethics covering service ethics, institutional ethics, state ethics, and community ethics. This code of ethics is the foundation of moral ethics that is based on good governance in running a government.

4.3. Competence Influences Good Governance

The research results demonstrate the direct impact of competence on good governance. This means that the competence possessed by the national police personnel

can create good governance. Therefore, the higher the competence of the national police personnel, the better the implementation of good governance in the South Sulawesi Regional Police. The research results that prove the influence of competency on good governance agree with the research of Ashraf et al. (2022) and Abror et al. (2020). One indicator that influences good governance is competence. To support the success of good governance in an organization, many factors can influence this aspect, including the competence of police personnel, which also influences the proportion and professionalism of police members. According to Puteh (2017), human resource competency can be seen from knowledge, skills, self-concept, and personality characteristics that directly influence performance.

Arijaldi (2020) stated that competence refers to the ability to effectively implement strategic ideas in management and public services, leading to the attainment of good governance. According to Jones (2018), competency plays a crucial role in governance. The success of an organization is an important target in realizing the goals it wants to achieve. This is reinforced by research by Nasution (2018), who stated that competence influences the implementation of good governance.

The implementation of good governance is crucial in bringing about positive changes within police agencies. The benefits obtained from implementing good governance include minimizing agency costs and improving the performance and image of the police (Theobald, 1999).

The highest indicator of the competency variable is knowledge as in building good governance in police institutions, it is essential to have adequate knowledge. Cai et al. (2020) stated three policies in HR practices: knowledge, motivation, and opportunities to contribute.

Achieving good governance necessitates the recruitment of individuals with professionalism, integrity, moral values, and a strong work ethic to deliver the exceptional service that the police institution strives for. To accomplish this, the selection of human resources should begin with identifying candidates, whose interests and educational background align with the organization's goals, enabling them to offer optimal service to the community.

4.4. Situational Leadership and Performance

The research results show that situational leadership has a direct influence on performance. This reflects that the better the situational leadership, the better the level of performance of the national police personnel at the South Sulawesi Regional Police.

The research results that prove the influence of situational leadership on performance agree with Muliawaty and Gunawan (2017) and Muafi (2020). The situational leadership style encompasses the key indicators of telling, selling, participating, and delegating, all of which significantly impact the performance of the national police personnel at the South Sulawesi Regional Police. These indicators

include cleanliness, transparency, accountability, and humanism. This influence can be explained by the fact that the theoretical situational leadership style, which is built from four indicators, namely telling, selling, participating, and delegating, has determined the increase in the performance of the Polri personnel in the South Sulawesi Regional Police.

The highest indicator of the situational leadership variable is telling. The characteristics of telling leadership include one-way communication from top to bottom, clear instructions on what, how, when, and where subordinates' tasks are to be carried out, assigning specific roles to subordinates, and making decisions as the responsibility of the superior. A leader needs trust and respect from his subordinates for his group work to be effective (Efida Aprilia et al., 2020). Group goals are achieved if each subordinate is satisfied with the leadership style of their superior, and vice versa; when subordinates are dissatisfied with their superior's leadership style, it can have a detrimental impact on group morale. This can manifest itself in a variety of ways, including a lack of enthusiasm for work, reluctance to provide suggestions or ideas, decreased responsiveness to requests or orders from the leader, decline in quality standards, and a haphazard approach to work (Tania, 2017).

The selling indicators determining the improvement in the performance of the national police personnel at the South Sulawesi Regional Police have been proven to be true. This reflects that empirically, the selling (consultation) indicators for Polri personnel at the South Sulawesi Regional Police are built from indicators for making decisions, providing opportunities for explanations, providing much direction, and two-way communication indicators that determine the performance improvement of the South Sulawesi Regional Police personnel.

Enhancing the performance of the national police is crucial in building public trust and meeting the expectations of the community. It is imperative that the national police deliver quality services to the public. Thus, the researchers assume that selling in the context of situational leadership, in general, has actually been implemented by the national police at the South Sulawesi Regional Police, although in certain aspects, it still requires several improvements and corrections to achieve optimal goals.

4.5. Commitment Influences Performance

The research results prove that commitment has a direct positive and significant influence on performance. This indicates that the stronger the commitment, the higher the performance of the national police personnel at the South Sulawesi Regional Police.

The results of this research are in line with those of previous researchers who found that commitment influences performance. Siahaan et al. (2021) show that organizational commitment has a significant influence on the performance of Polri members. A high level of

commitment to the organization can improve the performance of Polri members in performing their duties (Lee et al., 2019; Al Zefeiti & Mohamad, 2017).

The variable that can improve performance is commitment. Police personnel with high commitment are expected to deliver optimal performance. When someone joins an organization, they must have commitment within themselves. Luthans (2016) defines organizational commitment as an attitude that shows employee loyalty and an ongoing process of expressing concern for the success of the organization. Low commitment creates problems for the organization because commitment is an expensive "commodity" that determines the success of the organization. Low commitment reflects a person's lack of responsibility in performing organizational duties, because commitment is an expensive "commodity" that determines the success of the organization. Low commitment reflects a person's lack of responsibility in performing their duties.

Attitude indicators are the highest indicators of commitment that can influence performance. Attitudes are evaluations or emotional reactions. A person's attitude toward an object includes feelings of support or partiality or feelings of non-support or impartiality toward the object (Rahmat & Widayati, 2016).

This agrees with the opinion of Toto (2018) that if we have a positive attitude about our work, we will work longer and harder to obtain the results as expected. Attitudes encourage us to act in specific ways in specific contexts. That is, attitudes play a significant role in shaping behavior across various levels. Unlike values, which represent fundamental beliefs that impact behavior universally, attitudes can vary depending on the context and circumstances. Thus, attitude is essentially an individual's inclination to express either positivity or negativity, which reflects their feelings toward people, objects, or events in their surroundings.

4.6. Competency Influences Performance

The research results prove that competence has a direct positive and significant effect on the performance of the national police personnel at the South Sulawesi Regional Police. This means that the higher the competency, the greater the performance of the national police personnel in the South Sulawesi Regional Police. The results of this research are in line with those of Derbis et al. (2018).

The highest indicator in the competency variable is knowledge. The educational attainment of the South Sulawesi Regional Police personnel is impressive, with the majority holding S1 and some possessing Master's or even Doctoral (S3) degrees. This high level of education reflects their strong knowledge base and expertise in their field. This is in line with Nasution's (2018) statement that education is concerned with the development and changes in behavior of those being educated. Education is related to the transmission of knowledge, attitudes, beliefs, skills, and other aspects of

behavior to the younger generation. It was also stated that the higher the level of education, the higher a person's level of knowledge.

This indicates that the better the knowledge within the National Police organization, the higher the performance of its personnel. The results of this research indicate that possessing a strong knowledge base, demonstrated through the acquisition, sharing, utilization, documentation, storage, and protection of knowledge, plays a crucial role in enhancing police performance. Therefore, to effectively carry out their duties as security officers, members of the national police must possess a strong foundation of knowledge both in their responsibilities and within the organization. The better knowledge of Polri members will certainly impact completing the tasks they perform and ultimately create better performance.

Enhancing police performance through bureaucratic reform has been outlined in the 2005-2025 Grand Strategy. This includes establishing partnerships aimed at enhancing police professionalism and competency through knowledge management. The theoretical framework utilized to examine the impact of knowledge management dimensions on personnel performance is based on the works of Dalkir et al. (2015, p. 3) and Nonaka and Takeuchi (2008). Knowledge management is the systematic process of coordinating the creation, sharing, acceptance, and application of knowledge within an organization. By utilizing knowledge management technology and organizational structure, companies can add value through fostering trust, encouraging innovation, and enhancing personnel performance. Previous research has proven that knowledge management has a positive and significant effect on performance (Pradana et al., 2021).

4.7. Good Governance and Performance

The research results show that good governance has a positive and significant direct effect on performance, so it can be inferred that the better the implementation of good governance by police personnel, the better the performance. The positive relationship between good governance and performance supports the research by Cortés-Denia et al. (2023). In increasing public trust, good governance plays an important role in achieving the performance of the national police.

One of the government institutions that serve the community through public service functions is the police. The role of police services is governed by Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia. This law outlines that the function of the police is to uphold security and public order, enforce laws, provide protection, and serve the community. In addition to the aforementioned, it is imperative that government officials are held accountable for their actions and performance. Their primary responsibility is to serve the public, with their secondary obligation being to the organization in which they are employed (Setiyawan & Safri, 2016).

Responsiveness is the highest indicator of good

governance in influencing performance. Responsiveness refers to the willingness of service providers to deliver prompt and efficient services to meet the needs of their customers. The responsiveness of service providers can be the government's responsibility in meeting the needs and aspirations of the community (Tjiptono, 2018).

Police personnel are dedicated to providing services efficiently and effectively, ensuring that the needs and expectations of the community are met without any errors. Timeliness is a key factor in the service delivery as they strive to provide prompt assistance to ensure the community's safety and well-being. They are committed to addressing public complaints promptly and professionally as they believe in maintaining open communication and transparency with the community to enhance the performance of the national police. As stated by Zeithaml in Hardiyansyah (2018, p. 46), there are five key factors that contribute to effective customer service: responsiveness to community needs, speed of service delivery, service accuracy, service timeliness, and resolution of community complaints by the officers.

Professional indicators are improving the competency of the national police's human resources to increasingly high quality through increasing educational and training capacity and implementing policing patterns based on standard procedures that are understood, implemented, and whose success can be measured. Professionalism is defined as the qualities and behaviors that are characteristic of a profession or professional person.

4.8. Good Governance Mediates the Influence of Situational Leadership on the Performance of the National Police Personnel in the South Sulawesi Regional Police

The results of this research indicate that good governance can mediate the relationship between situational leadership and the performance of the national police personnel in the South Sulawesi Regional Police. This means that good governance determines how well police personnel perform toward organizational leaders who implement situational leadership well.

The existence of a significant influence can be interpreted that the better the implementation of situational leadership, the institutional efforts to maximize the performance of police personnel and the existence of a significant influence can be interpreted that the better the application of situational leadership, the institutional efforts to create good governance can be maximized by police personnel.

Situational leadership has been successfully implemented in the South Sulawesi Regional Police. When police personnel are confident that positive outcomes can be achieved through dedicated effort, they are more likely to actively support their leaders. This support continues as long as they perceive that the actions taken by their leaders enhance police performance and contribute to the establishment of

good governance. According to Sinambela (2016, p. 47), good governance is a crucial process that aims to ensure a fair distribution of power and authority throughout all sectors of society. This process influences decisions and policies that impact public life and political, economic, social, and cultural development within the government system.

This research agrees with that by Jaiswal et al. (2017), Yalabik et al. (2017), Mozammel and Haan (2016), Gözükarar and Şimşek (2015), Datche and Mukulu (2015), Evelyn and Hazel (2015), and Bayram and Dinç (2015), which states that good governance mediates the relationship between situational leadership and employee performance.

4.9. Good Governance Mediates the Influence of Commitment on the Performance of the National Police Personnel in the South Sulawesi Regional Police

The results of this research prove that good governance does not act as a mediator in influencing the relationship between commitment and performance of Polri personnel in the South Sulawesi Regional Police. Therefore, the implementation of good governance does not necessarily enhance the correlation between commitment and performance. However, it is evident that a strong commitment can lead to greater loyalty, cooperation, self-esteem, and a sense of belonging within an organization. This can foster authority, psychological involvement, and a feeling of unity with the institution, improving performance. This result is in line with those by Masood et al. (2017), who found that commitment has no effect on performance through corporate governance.

The exceptional level of commitment exhibited by Polri personnel is acknowledged for fostering a strong emotional bond with the institution, thereby instilling a steadfast determination to continually strive for improvement. The rumored behaviors of Polri personnel are expected to diminish over time and eventually be eradicated entirely. By enhancing the image of the national police, public trust in the institution will grow. The national police serve as partners and protectors of the community.

Any activity in an institution requires high commitment from its members from the top to the bottom levels. Commitment alone without being supported by competence will have fatal consequences. The organization will only consist of individuals who are faithful, loyal, and obedient, but lack the necessary skills to foster creativity and innovation within the organization. Meanwhile, an organization comprised of talented and highly competent employees lacking strong commitment is essentially a collection of individuals who may not effectively contribute due to their lack of dedication. Without a solid foundation of good governance and unwavering commitment, police personnel will struggle to perform at their best (Sumantri, 2016).

4.10. Good Governance Mediates the Influence of Competence on the Performance of the National Police Personnel at the South Sulawesi Regional Police

The findings of this study demonstrate that effective governance serves as a mediator in shaping the connection between competence and the performance of the national police personnel in the South Sulawesi Regional Police. Consequently, the practice of good governance enhances the correlation between competence and performance, indicating that competence significantly impacts the execution of all institutional programs and activities. By fostering the development of competencies in police personnel, institutions can showcase quality performance. Competence has the effect of supporting the right decision-making. With good governance carried out by the institution, competence can also be applied well so that the implementation of good governance will strengthen the performance achievements of police personnel.

Several studies (Bhatt & Bhatt, 2017; Kabir & Thai, 2017; Moreira-Fontán et al., 2019; Wahyudin & Solikhah, 2017) also show that competence influences company performance through good governance.

Good governance is essential for enhancing the capabilities of every member of the South Sulawesi Regional Police. For instance, the national police personnel should be actively engaged in various activities such as receiving and addressing public complaints, upholding law enforcement, and prioritizing the interests of the nation and community. Additionally, they should possess a thorough understanding of financial accountability within the national police.

The National Police Human Resources Empowerment Program within the South Sulawesi Regional Police HR Bureau encompasses various activities aimed at enhancing the management and technical support for the development of the national police human resources. These activities include providing HR office services, administering police employee care, monitoring police employees, facilitating career development for police personnel, and offering psychological services for police personnel.

5. Conclusion

The first finding of this research is that good governance can positively influence the relationship between situational leadership and good governance. Situational leadership has a significant positive effect on performance; however, with good governance as an intervening variable, this influence does not change and remains significantly positive. The second finding is that good governance can positively influence the relationship between commitment and good governance. Commitment has a significant positive

effect on performance, but with the presence of good governance as an intervening variable between commitment and performance, this influence changes and becomes insignificant. Thus, among the independent variables that have a direct influence on good governance and performance, the dominant one is situational leadership.

This research is unique in that it builds upon several studies that have yielded intriguing results. The focus of this research is to identify variables that are specifically relevant to the target segment. While some of the variables in this study bear similarities to those in previous research, what sets them apart is the inclusion of the situational leadership style and good governance indicators. These variables have not been explored in the same manner by previous researchers. Based on this, the researchers delved into the aspect of human resource management. The variables examined were focused on aspects of situational leadership, commitment, competence, and good governance. These factors are crucial in assessing the performance of the South Sulawesi Regional Police personnel.

The research findings suggest that situational leadership is the most influential independent variable in promoting good governance and performance. It is recommended that leaders create an environment where subordinates can freely express their opinions, while ultimately retaining the final decision-making authority.

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