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Improving the work effectiveness of bhabinkamtibmas police in disruptive scenarios: analysing the impact of behaviour and competence, with adaptation as an intervening variable

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## **Abstract**

### **Key words:**

Police Behaviour,  
Police Competence,  
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*BHABINKAMTIBMAS frequently encounter resource constraints, encompassing a scarcity of personnel, insufficient facilities and infrastructure, and restricted opportunities for training and professional growth. This phenomenon has the potential to impact the overall service quality and performance of individuals in fulfilling their responsibilities. The objective of this study is to examine the impact of personnel behaviour and competence on the work effectiveness of BHABINKAMTIBMAS personnel during disruption situations, with adaptation serving as an intervening variable. The present study employs a quantitative survey methodology, utilising a confirmatory model that is underpinned by well-established theoretical frameworks. The research sample consists of all law enforcement personnel within the jurisdiction of the South Sumatra Regional Police, located in Indonesia. The sample size comprised 310 individuals who were selected using purposive sampling. The data analysis was conducted using both descriptive and inferential methods. Hypothesis testing was performed using the Structural Equation Models (SEM) analysis approach, utilising the LISREL software. The global outbreak of the Covid-19 pandemic has posed exceptional difficulties for police organisations across the globe, including Indonesia. The objective of this research is to examine the immediate and enduring consequences of this crisis. The findings of this study can serve as valuable inputs and models for formulating human resource development policies within the Polri organisation. Furthermore, the findings of this study have the potential to make a valuable contribution to the advancement of management science and serve as a foundational framework for the National Police in their deliberations on enhancing personnel resources. As a public sector entity, Polri is obligated to uphold principles of transparency and accountability, while also necessitating a robust strategic plan to effectively respond to evolving circumstances.*

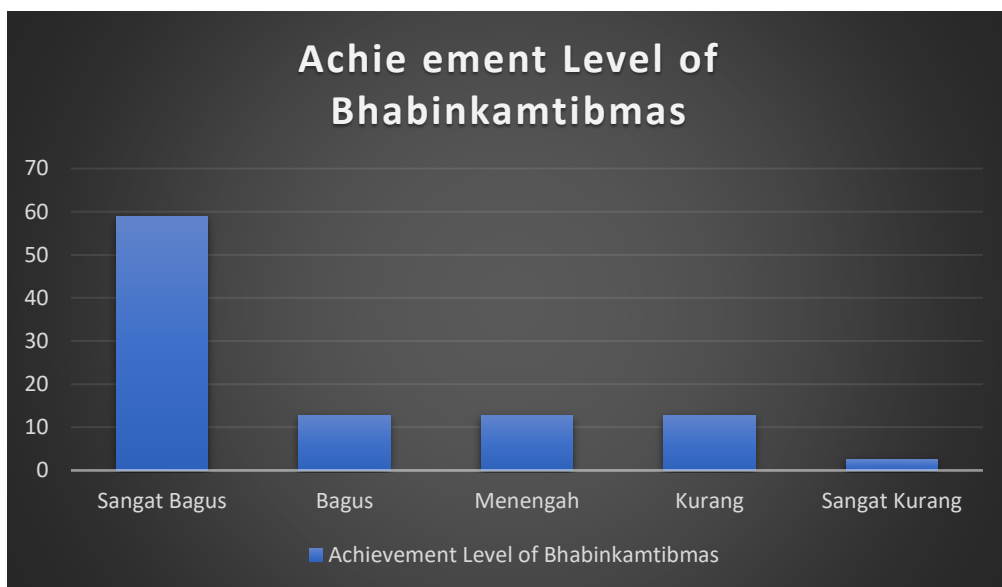
## **1. Introduction**

The law enforcement officers responsible for delivering public services to the wider community are known as BHABINKAMTIBMAS (Bhayangkara Pembina Security and Public Order). The Bhabinkamtibmas holds a significant role within the Indonesian National Police, with a primary focus on promoting security and facilitating the effective implementation of public regulations (Saharuddin et al., 2022). Additionally, it assumes the responsibility of formulating policies and devising strategies across multiple villages and sub-districts within Indonesia. Law enforcement officers, particularly Bhabinkamtibmas, in the Republic of Indonesia encounter a multitude of intricate and demanding issues when executing their responsibilities. Indonesia continues to encounter obstacles in its efforts to address a range of criminal activities, encompassing conventional offences like theft, robbery, and street crime. The Indonesian National Police should prioritise the development of strategies aimed at enhancing societal resilience and effectively curbing criminal activities among its citizens. The efficacy of crime prevention in a nation hinge upon the actions and decisions undertaken by law enforcement agencies, as they employ a

range of preventive measures and initiatives aimed at mitigating criminal activity. The efficacy and benefits of these crime prevention measures in deterring criminals rely on the dedication and actions of police personnel operating in the field, particularly those officers who maintain direct engagement with the community, such as Bhabinkamtibmas ([Humberto, 2012](#)).

Furthermore, an important article authored by Bhabinkamtibmas, specifically Article 26, serves the purpose of conveying the viewpoint of the Police Chief in 2015. Its primary function is to offer guidance and education to police personnel in the areas of law and crime prevention. This is done with the aim of promoting legal consciousness and reducing crime rates within the nation, while simultaneously safeguarding human rights ([Kusuma, 2020](#)). In addition, it is imperative to provide counselling services to both citizens and police personnel in order to effectively eliminate crime within the community. This objective aligns with the primary function of the BHABINKAMTIBMAS programme. Hence, the present study has directed its attention towards BHABINKAMTIBMAS due to its role in the prevention and mitigation of this criminal activity within the community. The persistent issue of radicalism and terrorism continues to pose a significant apprehension in Indonesia. BHABINKAMTIBMAS personnel should possess the capacity to discern manifestations of radicalism within the community and collaborate with pertinent institutions to proactively impede the dissemination of terrorist ideologies.

Social conflicts, encompassing both horizontal and vertical dimensions, frequently manifest in diverse regions of Indonesia. During the pandemic, Indonesia experienced a significant social conflict pertaining to the COVID-19 crisis. The dissemination of news and information regarding the virus became of utmost importance to Indonesian citizens. The outbreak of COVID-19 emerged as a prominent social conflict within the country, primarily due to its detrimental impact on employment rates and its role in fostering economic instability ([Gandasari & Dwidienawati, 2020](#)). Bhabinkamtibmas personnel are expected to possess the necessary skills to effectively address social conflicts, facilitate mediation processes between conflicting parties, and uphold security and stability within their designated jurisdiction. The persistent presence of drug trafficking and organised crime in Indonesia represents a significant and ongoing menace. The role of BHABINKAMTIBMAS encompasses the provision of intelligence information to pertinent agencies with the aim of exposing drug networks and organised criminal activities. Additionally, BHABINKAMTIBMAS actively engages the community in prevention endeavours. The significance of BHABINKAMTIBMAS in facilitating the dissemination of intelligence information across different regions of Indonesia can be comprehended through the graphical representation presented below. The graph, denoted as Graph 1, underscores the crucial role played by Bhabinkamtibmas in the transmission of intelligence information among diverse regions in Indonesia.



**Graph 1:** Optimizing the role of Bhabinkamtibmas as an extension of Intelligence function in prevention and eradication of terrorism (Wahyudi & Suwandi, 2022)

Prior to the implementation of community-based systems for maintaining law and order in developing nations, the police and its personnel functioned as a unified authority responsible for making decisions pertaining to crime prevention and mitigation in diverse developing countries (Wardana, Putra, & Panjaitan, 2022). However, the introduction of Bhabinkamtibmas community police is still facing numerous challenges and hurdles which have also subjected to its low performance in numerous regions of Indonesia (Renaldo et al., 2021). Bhabinkamtibmas frequently encounter resource constraints, encompassing a scarcity of personnel, insufficient facilities and infrastructure, and restricted opportunities for training and professional growth. The aforementioned factor has the potential to impact the level of service quality and the overall performance of individuals in fulfilling their responsibilities. An instance illustrating the subpar performance and inadequate quality of the Bhabinkamtibmas in the Kampar region of Indonesia has been identified. This can be attributed to diminished levels of motivation and competence among police personnel, as well as limited access to resources and personnel required for optimal operational effectiveness (as depicted in Table 1).

**Table 1:** Kampar police activities to prevent actions and number of crimes

Description	Year (2019)	Trend
Prevent criminal acts and prevention of Kamtibnas	55	Increasing 23
Number of Crimes	29	Decreasing 24
Number of accidents	14	Decreasing 11
Natural disasters	0	Decreasing 1
Reporting crime	86	Increasing 8
Resolved crime	21	Decreasing 15

**Source:** Kampar Police 2021 (Wardana, Putra, & Panjaitan, 2022)

Technological advancements present novel challenges for Bhabinkamtibmas. Furthermore, it has been noted that a significant portion of the Indonesian population relies on technology as a means of obtaining information on various aspects of life, including current events. Notably, social media is a prominent technological platform utilised by the Indonesian populace, and its usage has experienced a notable increase during the pandemic ([Kusuma & Lestari, 2022](#)). Furthermore, research has revealed that a significant proportion of the Indonesian population, approximately 87.13%, exhibit a tendency towards excessive internet and social media usage as a means of obtaining information. This behaviour has resulted in an increased prevalence of the dissemination of false information, commonly referred to as hoaxes, which represents a prominent negative consequence associated with the heightened utilisation of social media platforms and technological advancements. Moreover, the proliferation of hoaxes represents a significant societal issue, as it contributes to public unrest and significantly hampers the efficient maintenance of public security and enforcement of law and order. The proliferation of harmful content and dissemination of hoaxes on social media, along with the prevalence of cybercrime, necessitates an enhanced level of technical proficiency and comprehension in order to effectively address these issues. Bhabinkamtibmas also contribute to the cultivation of social resilience in the face of intricate social dynamics. It is imperative for individuals to establish positive relationships with the community, foster social engagement, and engage in collaborative efforts with various stakeholders in order to enhance the overall quality of life within the community.

In order to address these diverse challenges, Bhabinkamtibmas necessitates robust backing from governmental and law enforcement entities, alongside the active engagement and collaboration of the community, with the aim of establishing a secure, well-organized, and harmonious milieu. Despite the diligent endeavours undertaken by law enforcement agencies to uphold public order and ensure security, persistent challenges persist in attaining an optimal level of operational efficiency ([Siregar & Salomo, 2020](#)). According to [Tengpongsthorn \(2017\)](#), empirical evidence suggests that the absence of appropriate protocols for facilitating and optimising employee productivity contributes to subpar performance outcomes, hindering the attainment of desired work performance levels. Furthermore, it serves to diminish the capabilities of the employees, rendering them unable to perform optimally. Simultaneously, it exerts a negative influence on the work environment. These issues necessitate effective intervention by the Bhabinkamtibmas in the context of Indonesia. Therefore, it is imperative to enhance operational management, optimise the utilisation of information technology, and enhance the calibre of human resources in order to augment the efficacy of police operations.

The role of employee behaviour and competence in determining work effectiveness is of paramount importance, as it impacts both the individual

and the organisation. Additionally, adaptability is believed to have an influence on employee behaviour and competence. The ability of individuals to exhibit courage and confidence in adapting and being flexible when confronted with various situations, while simultaneously demonstrating unwavering conviction in their decisions, exemplifies leadership qualities that enable the adaptation of approaches to meet specific task requirements (Asrizal et al., 2018; Bryndin, 2019; Kim, 2020; Ward et al., 2018). Previous research has identified a noteworthy association between the aptitude of individuals and the overall effectiveness of organisations. The present investigation was carried out on manufacturing enterprises situated within the geographical boundaries of the United States (Lado & Wilson, 1994). This observation underscores the viewpoints expressed in contemporary research, wherein the researcher posits a favourable and hopeful correlation between the proficiency of employees and the efficacy of their work within the police force.

The work effectiveness of employees is closely associated with their behaviour. According to a study conducted by Judge et al. (2001), there exists a positive correlation between individual performance and various behaviours, including organisational commitment, work ethics, leadership, collaboration, initiative, and creativity. Similarly, the research conducted by Barrick and Mount (1991) revealed that employee performance exhibits a positive correlation with various behavioural attributes, including courage, cooperation, adaptability, and persistence. Furthermore, a study conducted by Wong and Law (2017) demonstrates that the implementation of proactive, flexible, and innovative behaviour has the potential to enhance the efficacy of both individuals and work groups. Hence, it is imperative for organisations to foster and facilitate favourable and constructive employee conduct, as it has a direct influence on the overall efficacy of work.

The adaptability of police officers has a significant impact on their work effectiveness, thereby establishing a strong correlation between police behaviour and adaptability. According to a study conducted by Cabrera and Nguyen (2001), there is evidence to suggest that police officers who demonstrate adaptive behaviours, such as being flexible, open to change, and possessing critical thinking skills, are more likely to exhibit higher levels of effectiveness in the execution of their professional responsibilities. This adaptive behaviour enables law enforcement personnel to swiftly adjust to dynamic circumstances, surmount unanticipated obstacles, and pursue inventive resolutions. Furthermore, the ability of police personnel to make prompt and decisive decisions is closely associated with their adaptive behaviour. This adaptive behaviour enables them to effectively handle conflicts and hazards that may impede the efficient functioning of the Indonesian police force. Enhancing the adaptive nature of the police and achieving desired efficiency in the work of Bhabinkamtibmas is the primary focus of the current investigation. The aforementioned factors have a direct influence on the efficacy of their

work, encompassing the level of satisfaction within the community, the decline in crime rates, and the augmentation of public confidence in law enforcement (Asrizal et al., 2018; Bryndin, 2019; Kim, 2020; Ward et al., 2018).

The potential influence of adaptation on the relationship between police competence, behaviour, and work effectiveness can be observed. Furthermore, the possession of police competencies, including a strong understanding of the law, proficient investigative abilities, and effective communication skills, has been found to have a positive correlation with the ability of police officers to effectively adapt to their professional responsibilities. Furthermore, the adaptability of police officers is enhanced by their ability to exhibit flexible and open behaviour, which allows them to effectively adjust to new circumstances. The aforementioned adaptation, in its own right, has a constructive impact on the efficacy of law enforcement efforts, encompassing task execution, professional contentment, and the calibre of service rendered to the community. Consistent with prior research, the association between police conduct and their proficiency in job performance remains inconclusive. Nevertheless, several studies have yielded inconclusive results regarding the correlation between police conduct and their proficiency and job performance (Lim & Cortina, 2005; Meyerding, 2015). Additional variables, such as the surrounding work atmosphere, policies implemented by the organisation, and the specific contexts in which tasks are performed, have the potential to impact this correlation, resulting in an inconsistent outcome.

The observed variations in the outcomes of these studies suggest that the correlation between police conduct, proficiency, and job performance is a multifaceted subject of investigation that necessitates additional scholarly inquiry. The presence of contextual and methodological variations across these studies may account for the observed disparity in their results. Hence, it is imperative to conduct additional research in order to enhance comprehension of the intricate correlation between police conduct, police proficiency, and job efficacy. The significance of adaptation mediation lies in its ability to establish a connection between police behaviour and their efficacy in carrying out their duties, particularly in instances characterised by disruption. Law enforcement agencies that demonstrate strong adaptability, encompassing traits such as flexibility, creativity, and adaptability, tend to exhibit more efficacious conduct when confronted with intricate challenges. The concept of police adaptive behaviour has been introduced by the researcher in this study, serving as a mediator. The researcher emphasises the importance of adaptation in strengthening the relationship between police behaviour, police competence, and the work effectiveness of police personnel. When law enforcement personnel possess a significant degree of adaptability, they are capable of effectively employing their acquired knowledge and skills in a manner that aligns with the specific circumstances they encounter (Kumar, 2021; Luong, Jardine, & Thomson, 2020).

Several scholarly investigations have been conducted to examine the efficacy of police work, with a particular focus on the influence of adaptation variables within the context of disruptive situations. While there is a substantial body of research examining the correlation between police behaviour and competence and their overall work effectiveness, there remains a dearth of studies that specifically investigate the mediating role of adaptation in this relationship. Furthermore, it is imperative to conduct a more comprehensive analysis of the ramifications of adaptation in disruptive circumstances that may necessitate law enforcement to function under intense stress, navigate swift transformations, and confront unforeseen hazards. Conducting comprehensive research on the mediation of adaptation in disruptive situations can yield valuable insights into comprehending the factors that influence the efficacy of police work under conditions characterised by stress and uncertainty.

This study centres on the significance of police personnel's adaptability in attaining the efficacy of Bhabinkamtibmas work, which pertains to the conduct and proficiency of personnel. This study was undertaken with the aim of addressing a research void while simultaneously striving for originality due to the following reasons:

1. No research has been conducted to combine the flexibility of personnel adaptability with the efficiency of Bhabinkamtibmas' work, which could potentially enhance the accumulation of knowledge regarding personnel adaptation and the operational effectiveness of police organizations.
2. Research on police behaviour remains insufficient, particularly concerning strategies to enhance the efficiency of organizational operations.
3. The heightened public scrutiny faced by the police organization as a result of frequent law enforcement incidents necessitates an elevation in the organization's efforts to build trust.
4. The findings from this study can also offer additional perspective on the significance of adaptability in maximizing the performance of BHABINKAMTIBMAS during situations involving disturbances.

This study aims to investigate the impact of a Bhabinkamtibmas' behaviour and competence on the overall quality of their performance. This can facilitate the identification of areas that require enhancement in order to optimise the role of Bhabinkamtibmas in delivering services and ensuring community security. The implications of the study's findings may extend beyond the scope of the current institution, encompassing other organisations with field staff operating in volatile or rapidly changing settings. The principles elucidated in this study possess the potential to enhance the efficacy of personnel across diverse sectors.

## 2. Literature Review

### 2.1. Theoretical Background and Conceptual Framework

#### 2.1.1. Role Ambiguity Theory of Control (RAToC)

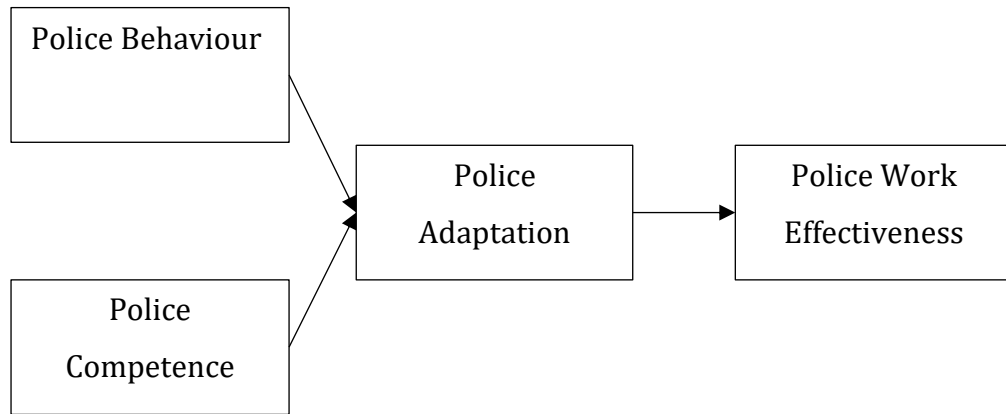
The Role Ambiguity Theory of Control (RAToC) posits that the perception of control among police officers can be influenced by the presence of role ambiguity or uncertainty regarding their duties and responsibilities (Steiner, 2018). According to this theoretical framework, it is posited that the presence of role ambiguity within the police force has the potential to diminish the perceived level of control experienced by officers, consequently exerting an adverse impact on their overall work efficacy. Law enforcement officers who encounter role ambiguity may experience a sense of uncertainty regarding the tasks and expectations they are confronted with, thereby impeding their capacity to respond effectively and manage intricate circumstances. The findings of Steiner's (2018) study provide empirical support for the RAToC theory, demonstrating a negative correlation between the ambiguity surrounding the role of police officers and their overall work effectiveness. Based on the aforementioned theory, endeavours aimed at diminishing role ambiguity and enhancing perceived control have the potential to bolster the effectiveness of police operations. Based upon the theoretical framework of the Role Ambiguity Theory of Control (RAToC), one can posit that the concept of police adaptation assumes a mediating role in the association between police competence and behaviour, and the overall effectiveness of police work. According to the Role Ambiguity Theory of Control (RAToC), law enforcement personnel may encounter a diminished perception of control over both the situation at hand and their overall work environment when they face role ambiguity. Within this particular context, the ability of the police to adapt to various circumstances emerges as a crucial determinant influencing the perceived degree of control. Police officers who possess strong adaptability skills are capable of effectively navigating through ambiguous tasks and roles, enabling them to overcome such ambiguity while maintaining a sense of control in the execution of their duties. The study conducted by You et al. (2022) found that the relationship between police competence, behaviour, and work effectiveness is mediated by police adaptation. Within the framework of the RAToC (Role Ambiguity, Task Orientation, and Control) theory, the concept of police adaptation functions as a mechanism that aids law enforcement personnel in surmounting role ambiguity, enhancing their perceived control, and ultimately augmenting their efficacy in carrying out their duties.

Within the framework of disruptive circumstances, it can be argued that police adaptation serves as a mediator in the association between police competence and behaviour, as well as the efficacy of police operations. This is examined through the lens of the RAToC theory

approach. The prominence of role ambiguity can be heightened in disruptive situations characterised by uncertainty, rapid change, and complex challenges. In the present scenario, the significance of the police force's ability to adapt is growing, as it plays a pivotal role in effectively managing unforeseen circumstances and navigating the inherent ambiguity associated with their duties. Law enforcement officers who possess the ability to effectively respond in tumultuous circumstances are capable of swiftly and adaptively modifying their approaches, methods, and choices. The current body of research examining the relationship between police adaptation and work effectiveness in disruptive situations remains relatively constrained. The theoretical framework of the RAToC (Role of Adaptation in Theory of Change) offers a valuable lens through which to examine the impact of adaptation on the relationship between police competence, behaviour, and the effectiveness of their work in disruptive situations (You et al., 2022).

### 2.1.2. Conceptual Framework

In order to uphold societal order and safeguard the well-being of individuals within a given nation, the presence of a proficient and productive police force is imperative. Such a force should possess the capability to effectively manage instances of disturbance and conflict. In contrast, the ongoing investigation has also prioritised the improvement of operational efficacy and work efficiency of the BHABINKAMTIBMAS police force in the Indonesian context. There is a prevailing viewpoint that emphasises the significance of establishing a robust relationship between the Indonesian police sector and the Bhabinkamtibmas community. This connection is deemed crucial as it enables the effective management of conflicts, disruptions, disputes, and crime prevention within the diverse districts and regions of Indonesia. Nevertheless, recent research has also emphasised the necessity of the National Indonesian police's support and effective collaboration for the optimal functioning of Bhabinkamtibmas police in Indonesia, in order to improve their operational efficiency and capabilities. Therefore, the current study has integrated certain factors that have the potential to enhance the operational efficiency of the Bhabinkamtibmas police in Indonesia, taking into consideration the aforementioned aspects. The aforementioned factors encompass the conduct exhibited by law enforcement officers, the proficiency of police personnel, and their capacity to adjust to varying circumstances. Based on the conceptual framework of the study, the study posits that the behaviour and competence of police officers will have a substantial impact on the effectiveness of Bhabinkamtibmas police work in the context of police adaptation. This is because adaptability plays a crucial role in enabling police personnel to effectively address conflict situations and make prompt decisions to address disruptions in law and order. By ensuring the security of citizens and preventing crimes such as terrorism, theft, and cybercrimes, adaptability is instrumental in maintaining societal order. (as shown in Figure 1).



**Figure 1:** Conceptual Framework of the Study

## 2.2. Police Work Effectiveness

The efficacy of law enforcement efforts is contingent upon various key factors that contribute to the successful execution of their responsibilities. Initially, it is imperative for law enforcement agencies to diligently and punctually fulfil their obligations, encompassing the proficient management of cases, diligent execution of patrols, and apprehension of offenders. This statement highlights the capacity of law enforcement agencies to operate with proficiency and efficacy in upholding societal stability and safeguarding public safety (Lum & Koper, 2017). Furthermore, the efficacy of police work is contingent upon the degree of responsiveness exhibited towards the community. A police force that is responsive will possess the ability to promptly and effectively address the demands and concerns of the community, deliver high-quality service, and offer pragmatic resolutions to matters pertaining to security and public order (Kappeler, Gaines, & Schaefer, 2020). The efficacy of police work is significantly enhanced by the inclusion of teamwork as a crucial component. According to Cordner (2019) and Cordner (2019), the efficacy of case management and response to intricate scenarios can be enhanced through the collaborative efforts, information sharing, and mutual support among police personnel. Ultimately, it is imperative that the police profession is distinguished by elevated levels of ethics and integrity. The adherence to professionalism by police officers is crucial for fostering public trust, preserving the reputation of the police institution, and executing their responsibilities with integrity and honesty (Miller & Steinberg, 1975; Miller, Hess, & Orthmann, 2013). By attentively considering these factors, law enforcement officers can attain maximum operational efficiency in the execution of their responsibilities. The concept of work effectiveness within the realm of law enforcement pertains to the degree to which police personnel successfully attain their work objectives in a proper manner, thereby making valuable contributions towards the overall goals of the police organisation.

### 2.3. Police Behaviour

Several key components of police conduct can be discerned. Effective communication is considered to be one of the primary components. Effective communication skills are essential for police officers to engage with the general public, fellow officers, and other relevant stakeholders. The ability to communicate effectively plays a crucial role in the police's capacity to acquire precise information, comprehend the needs and concerns of the community, and uphold favourable relationships with all relevant parties (Miller & Steinberg, 1975; Miller, Hess, & Orthmann, 2013). Furthermore, the ability to make appropriate decisions is a crucial aspect of police conduct. Law enforcement officers frequently encounter circumstances that necessitate prompt and accurate decision-making. The capacity to swiftly assess information, judiciously analyse circumstances, and exercise responsible decision-making constitutes a pivotal element of proficient police conduct (Klein, 2008).

In addition, the regulation of emotions is a crucial component in the conduct of law enforcement officers. In situations characterised by stress or potential danger, it is imperative for law enforcement personnel to possess the capacity to regulate their emotions proficiently. The capacity to exhibit composure, exercise self-regulation, and effectively cope with stress is crucial for law enforcement officers to fulfil their responsibilities proficiently and prevent hasty behaviours that may result in adverse consequences (Polizzi & Lynn, 2021). The conduct of law enforcement personnel encompasses a range of behaviours, encompassing their actions, reactions, and engagements with both the community and their fellow officers. According to Mazerolle et al. (2013), law enforcement officers who exhibit positive conduct, including effective communication, sound decision-making, reasonable emotional regulation, empathy, thoroughness, and adherence to high professional ethics, are more likely to attain heightened levels of work effectiveness (Justice, 2017).

### 2.4. Police Competency

The concept of police competence, as defined within the framework of RAToC theory, encompasses the requisite expertise, knowledge, and skills that enable law enforcement officers to fulfil their responsibilities with effectiveness and proficiency. The domain of police competence encompasses a comprehensive grasp of legal principles, adeptness in crime management, proficiency in investigative methodologies, adherence to ethical standards in law enforcement, and effective communication and interpersonal skills when engaging with the community. According to the RAToC theory, the effectiveness of police officers in carrying out their duties is contingent upon several factors. These include the reduction of role ambiguity, the ability to navigate complex tasks, and the presence of sufficient organisational support. The effective utilisation of police competencies can be facilitated by the implementation of clear roles and job definitions, thereby mitigating role ambiguity. In contrast, it can be inferred that enhancing

organisational support through the provision of training and resources to employees will significantly improve their work efficiency and competence. This, in turn, will facilitate the proper and effective execution of tasks, particularly when considering the competence and efficiency of police personnel. The competence of police officers plays a crucial role in informing the development of policies, training programmes, and professional growth initiatives aimed at enhancing the efficacy of law enforcement in addressing intricate challenges.

The correct execution of police duties encompasses various crucial components that contribute to their overall competence. A comprehensive understanding of legal regulations and law enforcement procedures is a fundamental component of police competence, as highlighted by [Rieux Jr \(2017\)](#). The researcher asserts in the present study that police officer's ought to possess a considerable degree of proficiency in addressing criminal activities, as competence in crime management constitutes a crucial component. It is imperative for law enforcement personnel to possess a comprehensive understanding of investigative methodologies and strategies for effectively addressing criminal incidents. Furthermore, it is imperative that law enforcement officers possess robust professional ethics and values, adhering to ethical standards while executing their responsibilities ([Braswell et al., 2017](#)). Effective communication skills are a crucial component in the realm of law enforcement, as police officers are required to engage in proficient communication with both the general public and their fellow colleagues. ([Miller & Steinberg, 1975](#)). However, it is imperative for police officers employed in various countries' police departments to possess the capacity to effectively analyse situations and make necessary decisions that are practical in efficiently addressing and resolving said situations promptly. In addition, it is imperative to acknowledge the significance of physical skills and personal defence in the realm of law enforcement, given that police officers frequently encounter circumstances that necessitate the utilisation of physical abilities and the capacity to safeguard both themselves and others ([Alpert & Dunham, 2004](#)). These cited sources can offer a more comprehensive understanding of each aspect of police competence discussed, thereby aiding in the overall enhancement and advancement of police competence.

## **2.5. Police Adaptation**

The concept of police adaptation in disruptive situations pertains to the capacity of law enforcement personnel to adjust and function efficiently in atypical or unsettling circumstances. The theoretical framework known as RAToC (Role Ambiguity, Task Complexity, Organisational Support) can be employed to gain insight into the impact of police adaptation on their overall work effectiveness. In the framework of RAToC theory, the phenomenon of police adaptation manifests when law enforcement agencies are able to mitigate role ambiguity, navigate through task complexity, and secure sufficient organisational support in situations

involving disruption. When law enforcement officers are confronted with atypical or unforeseen circumstances, they may encounter a state of role ambiguity, wherein the specific nature of their obligations and responsibilities becomes uncertain. Nevertheless, the existing research has primarily concentrated on the adaptive behaviour of police personnel. This is because the ability of police staff members to adapt to various situations significantly determines their effectiveness in carrying out their roles. Consequently, this study's significance lies in its exploration of the unique aspects of adaptive behaviour among police personnel within the Indonesian context. Furthermore, it is worth noting that situations characterised by disruption frequently entail a significant level of task complexity. In this context, the concept of police adaptation encompasses the ability to effectively handle intricate and varied responsibilities, such as orchestrating a prompt reaction to a critical situation or conducting an in-depth examination of a multifaceted criminal case.

In addition, the provision of organisational support is crucial in facilitating the police's ability to adapt to instances of depression. Police officers who are provided with sufficient organisational support, including appropriate training, adequate resources, and clear guidance, are more likely to demonstrate enhanced adaptability and effectiveness in the execution of their duties. This form of assistance aids law enforcement officers in addressing the difficulties associated with depression, thereby enhancing their overall job performance. A comprehensive comprehension of the police's ability to adapt in response to situations of disruption is imperative for enhancing their operational efficiency. Law enforcement officers who demonstrate effective adaptability skills have the potential to mitigate role ambiguity, navigate through complex tasks, and receive sufficient support from their respective organisations. The literature cited above discusses the importance of police personnel who possess adaptability in handling various conflict and crime situations. These individuals are able to make informed decisions, thereby enhancing their overall effectiveness in their work.

The process of police adaptation encompasses various essential components that hold significance in addressing unsettling or atypical circumstances. One crucial component is adaptive cognition, which necessitates that law enforcement officers possess the capacity to engage in adaptive and flexible thinking when confronted with novel and intricate obstacles ([Kurke, 2013](#)). Furthermore, it is imperative for law enforcement agencies to possess problem-solving skills in order to effectively adapt their strategies and tactics in response to evolving circumstances ([Caldero, 2000](#)). In addition, it is imperative to emphasise the significance of sufficient preparedness and training, as police officers who receive appropriate training will possess enhanced readiness to effectively address instances of disruption ([Cordner, 2019](#)). The aforementioned references offer a more comprehensive understanding and analysis of the elements pertaining to police adaptation. Consequently, they serve as valuable resources in the development of efficacious strategies and training programmes aimed at effectively managing atypical or distressing situations.

## 2.6. Relationship between Police Behaviour and Adaptability

The adaptability of police officers in handling situations in South Destruction can be enhanced through the display of positive police behaviour (Ali, 2022; Bartone, Krueger, & Bartone, 2018; Dean et al., 2018; Jiang & Xie, 2020; Kim, 2020). Police officers who exhibit positive behaviour, characterised by proficient communication skills, sound judgement, emotional regulation, empathy, meticulousness, and a strong commitment to professional ethics, are more likely to successfully navigate atypical or distressing circumstances. The adoption of effective communication behaviour by law enforcement personnel facilitates successful interaction with both the community and colleagues, enabling a swift comprehension of the prevailing circumstances and the dissemination of information in a clear and concise manner. The possession of appropriate decision-making abilities empowers law enforcement personnel to effectively address dynamic circumstances and undertake actions that are suitable and pertinent (Cordner, 2019). The ability to maintain a reasonable level of emotional control enables law enforcement officers to exhibit composure and logical thinking when confronted with the challenges and tensions that can emerge during a disruptive incident (Caldero, 2000). The possession of empathy and discerning abilities empowers law enforcement officers to comprehend individuals' viewpoints and effectively address their requirements in atypical or distressing circumstances. Furthermore, the maintenance of high professional ethics guarantees that law enforcement officers uphold moral principles and demonstrate integrity when addressing situations involving disruption (Ramadhan & Gunarto, 2021). The hypothesis put forward is:

**H1:** Police behaviour has a positive effect on the adaptation of the BHABINKAMTIBMAS police.

## 2.7. Competence Relationship with Adaptability

The level of proficiency exhibited by law enforcement personnel has the potential to enhance their capacity to effectively respond to instances of disturbance (Abraham et al., 2001; Kim, 2020). Police officers who possess strong competencies, including a comprehensive understanding of laws and procedures, proficient technical abilities, and keen analytical skills, are more likely to effectively navigate atypical or distressing circumstances. According to Bishopp et al. (2020), possessing a strong grasp of legal and procedural knowledge empowers law enforcement officers to comprehend the legal structure that governs their responsibilities, allowing them to operate within clearly defined limits when faced with instances of disturbance. Police officers are able to effectively perform their duties in intricate and atypical circumstances due to their possession of proficient technical abilities, including investigative, communication, and conflict resolution skills (Cordner, 2019).

The police can effectively confront the challenges encountered in situations involving destruction through the possession of elevated competence, which enables them to enhance their preparedness and adapt their actions

accordingly. Individuals possess the fundamental knowledge and skills necessary to effectively handle unforeseen circumstances, assess and address potential risks, and successfully execute intricate tasks within atypical environments (Dempsey, Forst, & Carter, 2010). Therefore, the significance of police competence lies in its ability to enhance adaptability in managing disruptive situations, thereby enabling effective and efficient operations in contexts characterised by uncertainty and change. The research hypothesis is:

**H2:** Police competence has a positive effect on the adaptation of Bhabinkamtibmas personnel.

## 2.8. Relationship between Behavior and Work Effectiveness

The conduct exhibited by BHABINKAMTIBMAS police personnel plays a crucial role in enhancing the efficacy of their operational endeavours. The exemplary and proficient conduct exhibited by BHABINKAMTIBMAS police officers can yield substantial positive outcomes in terms of their operational efficiency (Kim, 2020). Initially, the cultivation of positive relationships between law enforcement and the community can be facilitated through the display of courteous, amicable, and attentive conduct. Enhancing public trust in the BHABINKAMTIBMAS police can facilitate their access to pertinent information for the purpose of upholding security and preserving public order. Police officers who possess effective communication skills and are able to establish robust connections with the community have the potential to enhance their effectiveness in disseminating preventive and educational messages to the general public, thereby contributing to the prevention of criminal activities. Consequently, the exemplary conduct exhibited by the BHABINKAMTIBMAS police officers has the potential to enhance the efficiency of their duties in promoting security and maintaining public order. The demonstration of empathy and conscientiousness by police officers can contribute to the identification and comprehension of the needs and challenges encountered by the community. The development of a more pertinent and efficient training programme tailored to local needs can be achieved by the BHABINKAMTIBMAS police through a comprehensive understanding of the community's context and conditions.

Moreover, the adoption of proactive police behaviour and the demonstration of initiative have the potential to enhance the overall effectiveness of law enforcement efforts. The implementation of community-oriented policing strategies, such as proactive engagement with community members, regular patrols, and prompt response to incidents, can effectively deter criminal behaviour and foster a heightened sense of security within the community. Police officers who possess effective communication skills are capable of effectively disseminating crucial information to the general public, thereby promoting proactive measures and enhancing public awareness of security matters. The effectiveness of BHABINKAMTIBMAS police work is positively influenced by police behaviour characterised by responsiveness, empathy, and proactivity. The third hypothesis of this study is:

**H3:** Police behavior has a positive effect on the effectiveness of Bhabinkamtibmas Polri.

## 2.9. Relationship Competency with Work Effectiveness

The effectiveness of BHABINKAMTIBMAS police work is significantly influenced by the level of police competence (Asrizal et al., 2018). Police officers who possess a high level of competence are more likely to efficiently and effectively fulfil their responsibilities. Having a high level of expertise and knowledge is crucial for BHABINKAMTIBMAS police officers in order to effectively comprehend and analyse intricate security situations. Law enforcement officers who possess expertise in crime analysis, evidence collection, and investigative methodologies are likely to exhibit enhanced efficacy in the identification of potential threats and the implementation of suitable measures to deter criminal activities.

Moreover, police officers who possess a high level of proficiency in communication and negotiation skills are able to effectively engage with the community. Effective communication, comprehensive comprehension of community needs, and thorough explanations are crucial in fostering trust and promoting collaboration within communities. Through the establishment of positive interpersonal connections, the BHABINKAMTIBMAS police officers are able to acquire significant intelligence, gain comprehensive insight into the challenges encountered by the community, and deliver efficacious resolutions.

Furthermore, police officers who possess proficiency in conflict resolution and strong interpersonal abilities are capable of effectively addressing intricate scenarios, thereby enhancing their overall job performance. When fulfilling their responsibilities as supervisors of public order and security, BHABINKAMTIBMAS police officers frequently encounter circumstances that necessitate conflict resolution and mediation. Police officers who possess a comprehensive understanding of conflict dynamics, exhibit proficient emotional management skills, and employ appropriate strategies to achieve peaceful resolutions will demonstrate enhanced effectiveness in upholding security and maintaining order within their jurisdiction. The level of competence exhibited by police officers has a substantial impact on their overall effectiveness in carrying out their duties. The fourth hypothesis in this study is:

**H4:** The competence of police personnel has a positive effect to the work effectiveness of BHABINKAMTIBMAS personnel.

## 2.10. Adaptation Relationship with Work Effectiveness

The adaptability of police officers plays a crucial role in determining the effectiveness of BHABINKAMTIBMAS police operations (Asrizal et al., 2018). When confronted with intricate and dynamic circumstances, law enforcement officers who possess the ability to adapt adeptly will demonstrate greater efficacy in the execution of their responsibilities.

Police officers who possess a high level of adaptability demonstrate increased flexibility and responsiveness when faced with changing conditions and task demands. They possess the ability to promptly recognise evolving circumstances, adapt their approaches and methods, and implement suitable measures as required. Within the framework of BHABINKAMTIBMAS, the possession of strong adaptability skills empowers law enforcement officers to effectively respond to the unique requirements and circumstances of the local community, while effectively addressing diverse security challenges.

Moreover, the attribute of effective police adaptability encompasses the ability to effectively communicate and engage with diverse stakeholders. BHABINKAMTIBMAS police officers frequently engage with diverse community entities, including community leaders, religious figures, community-based organisations, and local residents. Law enforcement officers who possess the capacity to assimilate the values, norms, and cultural intricacies of the surrounding community have the potential to foster positive and efficient relationships with diverse stakeholders. Consequently, this can enhance collaboration in the preservation of security and the establishment of societal harmony.

In addition, a key aspect of strong adaptability encompasses the capacity to acquire knowledge and enhance personal growth in a manner that is enduring. Law enforcement officers who possess a willingness to acquire new knowledge, develop new skills, and embrace technological advancements will be more adept at adjusting to the evolving demands of their profession. By consistently enhancing their skills and knowledge, BHABINKAMTIBMAS police officers are better equipped to effectively address progressively intricate challenges. The study conducted by [Lavrova and Yanti \(2020\)](#) examined the various factors that contribute to the efficacy of BHABINKAMTIBMAS police operations. The findings of the study revealed a positive correlation between the adaptability of police officers and their effectiveness in carrying out their duties. Police officers who possess the ability to effectively adjust to dynamic work situations and diverse environments are more likely to demonstrate enhanced effectiveness in executing their BHABINKAMTIBMAS responsibilities, thereby delivering superior service to the community ([Lavrova & Yanti, 2020](#)).

Police officers who demonstrate adaptive behaviours, such as the ability to be flexible in problem-solving, exhibit creativity when confronted with novel challenges, and display adaptability in responding to sudden changes, are more effective in managing unforeseen circumstances and handling situations that demand swift adjustments. The correlation between the adaptive behaviour of police officers and their capacity to adjust to disruptive situations is conducive to enhancing the efficacy of their efforts in addressing intricate and unsettling challenges. The fifth hypothesis is:

**H5:** The adaptation of police personnel has a positive effect on the work effectiveness of Bhabinkamtibmas personnel.

### 3. Research methods

This study employed a quantitative methodology by conducting a survey involving Bhabinkamtibmas personnel in the South Sumatra Province of Indonesia. The survey entailed distributing questionnaires to personnel at the district level police offices.

The research methodology followed a confirmatory approach model, which was formulated with guidance from an established theory introduced by Gunarto in 2018. The primary objective of this research is to investigate the impact of exogenous variables, specifically "Behaviour" and "Competence," on endogenous variables, namely "Adaptive" and "Work Effectiveness." Notably, the "Adaptive" variable serves as a mediating or intervening factor in this context. The research instruments utilized for assessing police behaviour encompassed 5 indicators, while police competence was evaluated through 6 indicators, police adaptation through 5 indicators, and work effectiveness through 5 indicators. Respondents rated their responses on a scale ranging from 1 (strongly disagree) to 7 (strongly agree) for each indicator.

The scope of this research encompasses all police personnel falling under the jurisdiction of Polda, South Sumatra. Considering the substantial size of the police personnel within the South Sumatra Regional Police's jurisdiction, this study aims to define a specific subset of this population, which is referred to as the target population. Determining the target population involves narrowing down the broader population based on distinct characteristics, geographical boundaries, or a specific timeframe, as outlined by Bougie in 2016. In this particular study, the target population was established by focusing on the contribution factor, specifically identifying the unit with the highest number of personnel, which is BHABINKAMTIBMAS, within each unit. This approach aids in refining the scope of the study to a more manageable and relevant subset of the overall police personnel population. The complete target population is shown in [Table 2](#).

**Table 2:** Total population and sample

POLRES	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:** South Sumatra Regional Police Documentation, 2021

The study included a total of 310 participants, specifically Bhabinkamtibmas personnel, who were selected from 16 Police Offices located in various regions of South Sumatra Province, INDONESIA. The data analysis methodology employed in this study involved the utilisation of the Structural Equation Models (SEM) approach, utilising the LISREL statistical tool.

## 4. Results and Discussion

### 4.1. Profile Respondent

The study focused on Bhabinkamtibmas police officers as the units of analysis, comprising a total of 310 respondents from 16 Police Offices located in the South Sumatra Province. The largest proportion of participants (45.6%) fell within the age range of 40-49 years, followed by 36% who were aged 30-40 years. A smaller percentage, 8.7%, consisted of individuals over the age of 50, while 9.3% were below the age of 30. The majority of the respondents (55%) had completed their education at the High School (SMA) level, while 43% held a bachelor's degree. A mere 2.6% of the respondents possessed a master's degree. In relation to gender, the predominant demographic consisted of males, comprising 84% of the sample, while females accounted for 16% of the total population.

### 4.2. Measurement Model Analysis

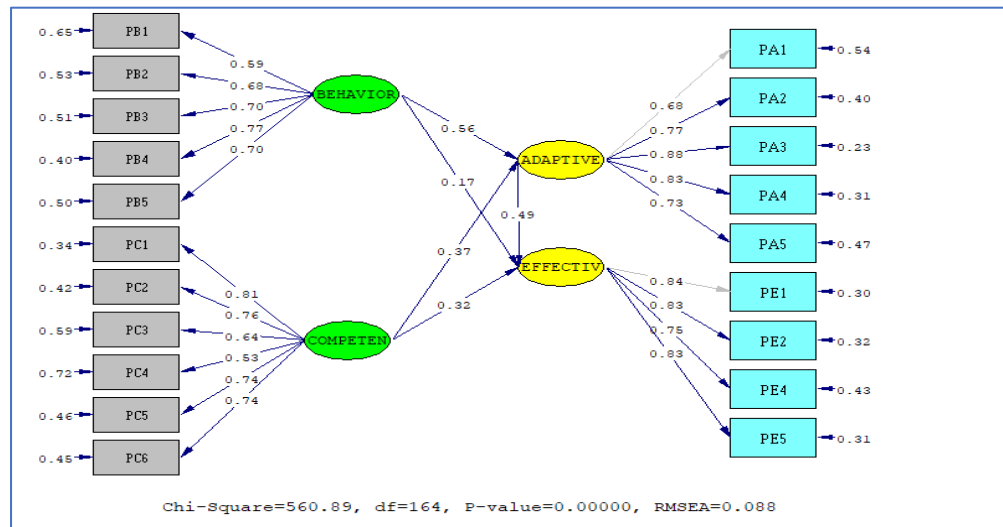
The researchers performed a measurement model analysis in order to evaluate the validity and reliability of the indicators utilised to represent the theoretical constructs. Confirmatory Factor Analysis (CFA) was conducted in the LISREL 8.7 software to perform the measurement model analysis for each variable. A CFA analysis was performed in order to assess the capacity of the indicators to elucidate the latent variables. The loading factor quantifies the strength of the indicators in elucidating the latent variables. A higher loading factor signifies enhanced efficacy of the indicator in measuring its intended construct. Furthermore, an indicator is deemed valid if its loading factor exceeds 0.5 (Gunarto, 2018a).

The reliability test was 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 development of the CFA model will occur through a series of stages in order to achieve a well-fitting CFA measurement model. This entails ensuring that the model satisfies multiple criteria for model suitability, thereby establishing its validity and reliability.

The findings from the validity test indicate that the majority of the indicators demonstrate validity, as evidenced by their loading factor values exceeding 0.5 (Gunarto, 2018b). However, one indicator (PE3) falls short of this criterion with a value of 0.43, leading to its exclusion from the model. The reliability value of each variable is also reliable because of the value of  $CR > 0.7$  and  $AVE > 0.5$ .

### 4.3. Structural Model Analysis

Following the completion of a confirmatory factor analysis (CFA) for each variable, a comprehensive analysis of the structural model was subsequently conducted. The results of the estimation for the structural model are depicted in Figure 2.



**Figure 2:** Structural Model Estimation Results.

Figure 1 illustrates the magnitudes of the parameter values in the association between the latent variables currently present and the magnitudes of the loading factor values for each indicator that constitutes the latent variable. Based on the available parameter values, it is evident that there exists a mixture of positive and negative relationships between exogenous variables and endogenous variables. The provided figure additionally illustrates the quantitative measure of the direct impact and the significance of each intermediary variable.

The test results for each parameter of the structural model are shown in Table 3.

**Table 3:** Results of Testing the Relationship Between Latent Variables

Endogen Variable		Eksogen/ Endogen Variable	Estimate	S.E.	t- Value	Note	R <sup>2</sup>
Police Adaptive (PA)	<---	Police Behavior (PB)	0.56	0.10	5.60	Significant	0.80
Police Adaptive (PA)	<---	Police Competence (PC)	0.37	0.09	3.93	Significant	
Police Effective (PE)	<---	Police Behavior (PB)	0.17	0.10	1.72	Not Significant	0.89
Police Effective (PE)	<---	Police Competence (PC)	0.32	0.08	3.92	Significant	
Police Effective (PE)	<---	Police Adaptive (PA)	0.49	0.10	4.86	Significant	

[Table 3](#) presents the results of the five hypotheses put forth, indicating that four of the hypotheses have been accepted as significant, while the remaining hypothesis has not demonstrated statistical significance. The findings derived from the analysis of the structural model indicate that there exists a direct impact of police behaviour on adaptability, while no direct impact is observed on work effectiveness. This finding demonstrates that adaptability serves as a valuable mediating factor in the association between police conduct and the efficacy of Bhabinkamtibmas police operations. The level of competence exhibited by the police force has a direct and substantial impact on their ability to adapt to various situations. Furthermore, it also directly influences the effectiveness of their work as Bhabinkamtibmas officers. The effectiveness of Bhabinkamtibmas police work is significantly influenced by adaptability.

The findings of this investigation are consistent with a prior study conducted by [Smith \(2020\)](#), wherein it was discovered that various aspects of police conduct, including effective communication, interpersonal abilities, and conflict resolution, have a beneficial impact on the ability of law enforcement personnel to adapt to dynamic and intricate circumstances. Nevertheless, this study also demonstrates that the conduct of police officers does not have a direct impact on their efficacy. Adaptability assumes a significant role as a mediator between police conduct and job performance. In the present context, police officers who exhibit commendable conduct can enhance their capacity to navigate challenging circumstances, thereby augmenting their overall efficacy in performing their duties. Hence, directing attention towards the cultivation of police conduct that facilitates adaptability can prove to be a viable approach for enhancing the efficacy of law enforcement efforts ([Smith, 2020](#)).

The results of research indicate that the competence of police officers has a significant impact on the adaptability and work effectiveness of BHABINKAMTIBMAS police personnel. The study conducted by Wibowo and Sihite yielded findings indicating that the proficiency of police officers, encompassing their understanding of the law, investigative aptitude, and communication prowess, played a substantial role in their ability to effectively navigate intricate and ever-changing circumstances. Additionally, the findings of this study indicate that adaptability plays a mediating role in the relationship between police competence and the effectiveness of BHABINKAMTIBMAS police work. Put simply, police officers who possess strong competence demonstrate a heightened capacity to adjust to the requirements of intricate tasks and situations, thereby enhancing their efficacy in fulfilling the BHABINKAMTIBMAS role. Hence, it is imperative to prioritise the enhancement of police competence as a means to augment their adaptability and efficacy in their duties ([Wibowo & Sihite, 2021](#)).

This finding is noteworthy as it explores the involvement of mediating variables in the relationship between personnel behaviour and the effectiveness of Bhabinkamtibmas work. However, the lack of significance

in the impact of behaviour on work effectiveness may be attributed to the hierarchical strength of the respondents, who exclusively consist of police personnel. As a recommendation for future researchers, it is advisable to engage the community as participants in research pertaining to personnel behaviour. Additionally, it is essential to incorporate additional variables that may potentially impact adaptive behaviour and work efficacy.

## 5. Conclusion

The conduct of law enforcement officers has a discernible impact on their ability to adjust to various circumstances, although it does not directly affect the efficacy of BHABINKAMTIBMAS police operations in situations involving disruption. The adaptability and work effectiveness of BHABINKAMTIBMAS police are significantly influenced by the level of police competence. Adaptability serves as a mediating factor in the relationship between police behaviour and their level of work effectiveness. Put simply, the positive conduct of police officers has the potential to enhance their ability to adjust to different circumstances, consequently leading to improved efficacy in performing BHABINKAMTIBMAS duties. Hence, it is imperative for law enforcement agencies to prioritise the enhancement of police competency and conduct, aiming to enhance their ability to adapt and improve their efficacy in managing disruptive circumstances.

## 6. Research Implications

The present study seeks to improve the efficacy of Bhabinkamtibmas police officers in Indonesia by integrating their optimistic approach towards crime prevention and their competence. By adapting the police personnel to specific situations, it is anticipated that this will strengthen the relationship between police competence, police behaviour, and work effectiveness. Furthermore, this study holds significant practical and theoretical implications for police communities, not only within Indonesia but also for nations worldwide. The following are some theoretical and practical implications of the current research:

The incorporation of the "Role Ambiguity Theory of Control" in current research has contributed to the advancement of theoretical perspectives and literature in the field of police effectiveness. This theory has shed light on and expanded the existing perspectives on key constructs such as police adaptation, police behaviour, and police competence, with the aim of enhancing the operational efficiency of the Bhabinkamtibmas police in Indonesia.

The current research has practical implications for community policing, suggesting the need for modifications in working strategies and frameworks. This includes promoting a proactive approach among police officers towards crime prevention and implementing effective strategies and policies to enhance their competency. By developing competent police personnel who can adapt to various situations, the overall efficiency of the Bhabinkamtibmas police in Indonesia can be improved. Furthermore,

these findings may also be applicable to police communities in other developing countries, thereby enhancing their working efficiency.

## 7. Research Limitations and Future Recommendations

The current study conducted in Indonesia holds significant implications for the police force, particularly in relation to the enforcement of law and order across various districts and regions of the country, specifically in connection with the Bhabinkamtibmas community. Although this study has important implications for research, it is important to acknowledge its limitations. These limitations highlight the need for future researchers to refine the existing research framework and engage in innovative research endeavours. This section outlines the constraints of the current study and provides suggestions for future research.

The initial constraint pertains to the research methodology employed by the investigator in the present study, which is quantitative in nature. In subsequent investigations, the researchers may opt to employ alternative research methodologies such as qualitative or mixed methods, in order to further explore the subject matter. Furthermore, a notable limitation pertains to the geographical scope of the present inquiry, which solely focuses on the establishment of law and order within Indonesia. As a result, the generalizability of the conducted study is constrained. However, in future research, it may be possible to conduct a study in various developing country contexts where the police force is currently operating under a community system and is in need of enhancement. This study has focused on obtaining data from a substantial sample size, which may lead to duplicated research responses. Future researchers could consider using a smaller population to avoid saturation in research responses, thereby adopting a similar research framework.

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