

The Influence of Competence, Work Culture, Discipline, and Behavior on the Performance of Polri Personnel Through Excellent Service at Polres and Polresta West Sulawesi Regional

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Abstract

This study aims: (1) to identify and analyze the influence of competence, work culture, discipline and behaviour on excellent service; (2) to find out and analyze competence on personnel performance; (3) to find out and analyze the effect of excellent service on personnel performance; and (4) to identify and analyze the effect of competence, work culture, discipline and behaviour on personnel performance through excellent service. This study used primary data through a survey of 341 Polri personnel as a sample of the total 2,315 Polri personnel. The survey was conducted from July to September 2022. The data were analyzed using the Structural Equation Modeling (SEM) Program. The results showed: (1) Competence, work culture, and behaviour have a direct and significant positive effect on excellent service, (2) Behavior has a direct but not significant effect on excellent service, (3) Competency, and behaviour have a direct and significant effect positive and significant on the performance of Polri personnel, (4) Work culture and discipline have a direct but not significant effect on the performance of Polri personnel, (5) Competence has a positive and significant influence on the performance of Polri personnel through excellent service as an intervening variable, (6) Work culture and discipline have no significant effect on the performance of Polri personnel through excellent service as intervening variables, and (7) Behavior has a negative and significant effect on the performance of Polri personnel through excellent service as intervening variables. Recommendations from the results of this study are suggested to policymakers so that the discipline of Polri personnel needs special attention because it does not have a significant effect on excellent service and performance both directly and indirectly, while work culture influences personnel performance and indirect effects through excellent service with no value does not give a significant effect needs to be maximally empowered so as to be able to increase job satisfaction and employee performance in the future.

Keywords: Competence, Work Culture, Discipline, Behavior, Personnel Performance, and Excellent Service.

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I. Introduction

Human resource management is necessary for the effectiveness of human resources in an organization. The purpose of this is to provide the organization with an effective set of work objectives. To achieve this goal, the study of organizational management shows how organizations should be able to develop, use, evaluate and maintain personnel performance in the right quantity and quality. The Indonesian National Police is one of the pillars of law enforcement in Indonesia which has an important and strategic role. This means that the National Police has a role in determining the direction in which state law and security will be realized in society, especially public order. In the Police, the law actually lives, because in the hands of the Police the law is implemented, interpreted, revived and even used directly as a decision maker, so it is appropriate that the main task of the Police is to protect, protect, serve as well as enforce the law. However, in reality, the community often feels that the services provided by the police are not satisfactory. In the book of the Law of the Republic of Indonesia Number 2 of 2002 concerning the Police of the Republic of Indonesia "that the maintenance of domestic security through efforts to carry out police functions which include public order, law enforcement, protection, protection, and service to the community is carried out by the Indonesian National Police as an instrument a country assisted by society by upholding human rights". The provision of services in this case must be given special attention because it involves the interests of the people. In the book of the Law of the Republic of Indonesia Number 2 of 2002 concerning the Police of the Republic of Indonesia "that the maintenance of domestic security through efforts to carry out police functions which include public order, law enforcement,

protection, protection, and service to the community is carried out by the Indonesian National Police as an instrument a country assisted by society by upholding human rights". The provision of services in this case must be given special attention because it involves the interests of the people. With reform, the Indonesian National Police is ready to provide excellent service that can meet and satisfy the community by providing a focus on service to customers with the determination that "service is community empowerment". Excellent service is a translation of the term "Excellent service" which literally means very good service and or the best service. Called very good / best, because it is in accordance with the service standards owned by service providers. One of the main tasks of the police is to provide excellent service to the community in order to create security and order in society. Lehtinen 1983 in Simanjuntak, (2018) service is an activity or a sequence of activities that occur in direct interaction with humans or machines physically to provide customer satisfaction.

Human resources in a government organization are the most important asset, and it plays a very important role in achieving organizational goals. The success or failure of organizational goals is largely determined by the human resources within the organization itself. While other resources can provide maximum benefits if the human resources in the organization are able to manage these resources so that they can provide benefits in achieving organizational goals. The competence of human resources is defined by introducing the "window" theory commonly called the "window" theory, that every self-development possessed by humans is observed or viewed from four sides in the form of a window, namely knowledge, skills, and expertise. , and attitude (attitude). Polri's competence will be manifested in the form of mastery of knowledge, skills, expertise and professional attitude in carrying out its functions. From the author's observation, it can be seen that a number of Polri members at the Mamuju Polresta are still lacking in optimal efforts including the lack of knowledge and skills possessed by members, and the behaviour of members who lack initiative in carrying out their duties and functions. Self-development efforts require every employee to improve their competence so that it is expected to improve performance in the future. Therefore, competence needs to be studied in order to know its effect on the performance of personnel in the West Sulawesi Regional Police.

Work culture is a behaviour and it affects all actions even though most of it is not realized. Work culture provides stability and assurance because you can understand what is going on in society and know how to respond to it. One of the phenomena that occur and is still weak is the service system for the community. This gives an indication that the work culture of personnel has not shown the suitability of the system used in the organization. Another phenomenon that occurs is that most of the personnel have not shown high-performance dedication. According to Hasibuan (2015: 193), discipline is a person's awareness and willingness to obey all organizational rules and applicable social norms. Awareness here is the attitude of someone who voluntarily obeys all the rules and is aware of their duties and responsibilities. So, the National Police will obey or carry out all their duties properly, not under coercion. While willingness is the attitude, behaviour, and actions of a person in accordance with organizational regulations, both written and unwritten. The concept of behaviour according to Siagian (2017: 262) is the result of all kinds of experiences and human interactions with their environment which are manifested in the form of knowledge, attitudes, and actions including abilities, character or personality, tasks carried out, and organizational culture and accompanying conditions. Employee behaviour is the special/personal behaviour of employees related to the implementation of their duties and roles as employees. So, employee behaviour is understood as an employee's personality which is manifested in his work activities. Therefore, the indicators used are: (a) have the ability to work; (b) have a good personality or character; (c) willingness to complete the job well; and (d) adhere to the values adopted by the organization.

The concept of performance according to Sedarmayanti (2012: 260) is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Furthermore, according to Mangkunegara (2016: 15), employee performance factors consist of individual factors and organizational environmental factors. Individual factors include competence, trust, experience, commitment, appreciation and so on. While organizational factors include: leadership style, motivation, compensation, work climate, authority, responsibility, control system, and so on. The State Police of the Republic of Indonesia is a state instrument that plays a major role in maintaining security and order within the community in enforcing the law, as well as providing protection, service and protection to the community in order to maintain internal security. public and included in the general obligations of the police in the field of maintaining security and order in society in law enforcement in Indonesia. In this era of globalization, competition conditions are quite tight and full of challenges in the field of science and technology. Increasingly, people are getting smarter and more understanding of their rights and obligations as Indonesian citizens. Government officials are required to be able to provide the best possible service to the community and be oriented towards needs in all aspects of daily life, especially in getting service. Service professionalism is supported by a person's attitude and behaviour in providing services. The quality of service to the community is one of the objectives of creating successful governance because it is based on the idea that quality service tends to reduce the level of sacrifice, both time, effort and cost. Barata (2013: 30) says that service is an activity or

sequence of activities that occur in direct interaction between a person and another person or machine physically, and provides customer satisfaction. Meanwhile, Boediono (2003: 60) argues that service is a process of helping others in certain ways that require sensitivity and interpersonal relationships in order to create satisfaction and success. Furthermore, according to Hayat (2017: 22), it is explained that service means serving seriously in the process to the people served to meet their needs and interests in order to provide satisfaction and benefit to society. The hope of all people in the performance process is that they always want to demand quality public services in the form of excellent service, even though this desire is not in accordance with their expectations so far, the service is always convoluted and slow and incurs high costs for needs. This tendency always occurs, because the public, including customers of public services, also have needs and expectations for the performance of professional, prime service delivery. So that what happens in the task of the central government and local governments is how to provide excellent service that is able to satisfy the community to be successful in the excellent service program. Police duties are always closely related to other social tasks directly in people's lives. In addition to its function in law enforcement agencies in Indonesia and maintaining security in people's lives, the police also have a function as an agency that provides administrative services to the entire community, one of which is the service in making SIMs at the SIM administration unit office services in improving the quality of excellent service from a perspective on the community to achieve satisfaction, transparent and accountable. One of the main tasks of the police is to provide excellent service to the community in order to create security and order in society. Service is an activity or a sequence of activities that occur in direct interaction with humans or machines physically to provide customer satisfaction. (Lehtinen 1983 in Simanjuntak, 2012). Based on the description above, this is a very interesting reason and at the same time encourages researchers to conduct research, entitled: "The Influence of Competence, Work Culture, Discipline, Behavior on the Performance of Polri Personnel Through Excellent Service at Polres and Polresta Polda Sulbar".

II. Research Method

Based on the formulation of the problem and research objectives that have been formulated previously, this study uses a pattern of explanation (level of explanation). Explanatory research according to Singarimbun and Effendi (2002) is a form of research that is carried out by explaining the symptoms caused by a research object, testing and providing explanations or relationships between variables through hypothesis testing. The same thing was stated by Nazir (2007), explanatory research is used to find and explain causal relationships between variables through hypothesis testing. Starting from the two opinions mentioned above, it is clear that the use of explanatory research to examine this problem is considered appropriate and appropriate. Judging from the type of data, in this study, there are two types of data to be collected, namely, primary data and secondary data. Primary data was collected through direct interviews with respondents through a list of questions (questionnaire). While secondary data according to Emory and Cooper (2004:201) there are two sources, namely internal and external data sources. Internal data sources are data originating from each organization as an object of research. Meanwhile, external data sources are data obtained from outside the organization, for example, the Indonesian Central Bureau of Statistics (BPS) and related agencies.

III. Results And Discussion

Path coefficient (regression) is defined as the value of the coefficient of direct influence. In addition to direct effect analysis, an indirect effect analysis was also carried out through the intervening variables and the total effect between the variables in the model. This is intended to compare the magnitude of the influence of each construct for each variable. The direct effect is the coefficient of all coefficient lines with one-way arrows, while the indirect effect is the effect that arises through an intervening variable, while the total effect is the effect of various relationships (Ferdinand, 2002: 139). The indirect effect shows the impact of the intervening variable, where the impact of the intervening variable is strengthening the relationship or weakening the relationship. In connection with this research, it can be seen that the indirect effect of exogenous variables, namely: competence (X1), work culture (X2), discipline (X3), and behaviour (X4) on the endogenous variable, namely personnel performance (Z) through the variable intervening namely excellent service (Y). The impact of the excellent service variable as an intervening variable in this study is to strengthen the relationship of the exogenous variable (X) to the performance of Polri personnel at the Polres and Polresta Regional Police of West Sulawesi. Furthermore, interpreting the model can be done by looking at the direct, indirect and total influence path coefficient values as shown in Table 25.

Table 27. Direct, Indirect, and Total Effect Coefficient Values between Variables in the SEM Model

Hip	Variable			Direct	Indirect	Total	P-Value	Ket
	Independent	Intervining	Dependent					
1	Competence (X1)		Excellent Service (Y)	0.372	-	0.372	0.000	+Significant
2	Work Culture (X2)		Excellent Service (Y)	0.143	-	0.143	0.047	+Significant
3	Discipline (X3)		Excellent Service (Y)	0.049	-	0.049	0.543	+Insignificant
4	Behaviour (X4)		Excellent Service (Y)	0.190	-	0.190	0.010	+Significant
5	Competence (X1)		Performance of Police Personnel (Z)	0.366	-	0.366	0.000	+Significant
6	Work Culture (X2)		Performance of Police Personnel (Z)	0.077	-	0.077	0.261	+Insignificant
7	Discipline (X3)		Performance of Police Personnel (Z)	0.048	-	0.048	0.519	+Insignificant
8	Behaviour (X4)		Performance of Police Personnel (Z)	-0.192	-	-0.192	0.009	-Significant
9	Excellent Service (Y)		Performance of Police Personnel (Z)	0.485	-	0.485	0.000	+Significant
10	Competence (X1)	Excellent Service (Y)	Performance of Police Personnel (Z)	0.366	0.181	0.547	0.001	+Significant
11	Work Culture (X2)	Excellent Service (Y)	Performance of Police Personnel (Z)	0.077	0.070	0.147	0.060	+Insignificant
12	Discipline (X3)	Excellent Service (Y)	Performance of Police Personnel (Z)	0.048	0.024	0.072	0.545	+Insignificant
13	Behaviour (X4)	Excellent Service (Y)	Performance of Police Personnel (Z)	-0.192	0.092	-0.100	0.018	-Significant

Source: Results of Analysis with SEM (Appendix 5)

Based on the data in Table 25 it can be interpreted that the results of testing the direct effect, indirect effect and total effect between variables are at the same time empirical findings from this study as follows:

1. The test results show that the direct effect coefficient value between competence and excellent service is 0.372. This means that competency is able to significantly support excellent service. Thus, the first hypothesis is accepted.
2. The test results show that the direct effect coefficient value between work culture and excellent service is 0.143. This means that the work culture is able to significantly support excellent service. Thus, the second hypothesis is accepted.
3. The test results show that the value of the direct effect coefficient between discipline and excellent service is 0.049. This means that discipline is not able to significantly support excellent service. Thus, the third hypothesis is rejected.
4. The test results show that the direct effect coefficient value between behaviour and excellent service is 0.190. This means that behaviour is able to significantly support excellent service. Thus, the fourth hypothesis is accepted.
5. The test results show that the value of the coefficient of direct effect (direct effect) between competence and the performance of Polri Personnel is 0.366. This means that competency is able to significantly support personnel performance. Thus, the fifth hypothesis is accepted.
6. The test results show that the direct effect coefficient value between work culture and personnel performance is 0.077. This means that the work culture is not able to significantly support personnel performance. Thus, the sixth hypothesis is rejected.
7. The test results show that the direct effect coefficient value between discipline and the performance of Polri personnel is 0.048. This means that discipline is not able to significantly support personnel performance, so the seventh hypothesis is rejected.
8. The test results show that the direct effect coefficient between behaviour and the performance of Polri personnel is -0.192. This means that behaviour is able to significantly support personnel performance so the eighth hypothesis is accepted.
9. The test results show that the value of the direct effect coefficient between excellent service and the performance of Polri personnel is 0.485. This means that excellent service is able to significantly support personnel performance so the ninth hypothesis is accepted.

10. The test results show that the coefficient value of the direct effect (direct effect) between competence and personnel performance is 0.366 and the indirect effect through excellent service with a positive value of 0.181, while the total effect which is the sum of the direct effects and indirect effects through excellent service obtained a figure of 0.547. Thus, the impact of the intervening variable is significant, meaning that the intervening variable is able to strengthen the relationship between competency and personnel performance which is supported by facts and empirical data.

11. The test results show that the coefficient value of the direct effect (direct effect) between work culture and personnel performance is 0.077 and the indirect effect through excellent service with a positive value is 0.070, while the total effect which is the sum of the direct effects and indirect effects through service prime obtained a number of 0.147. This means that the impact of the intervening variables cannot strengthen the relationship between workplace culture and personnel performance which is supported by facts and empirical data.

12. The test results show that the coefficient value of the direct effect (direct effect) between discipline and personnel performance is 0.048 and the indirect effect through excellent service has a positive value of 0.024, while the total effect is the sum of the direct effects and indirect effects through excellent service a figure of 0.072 was obtained. This means that the impact of intervening variables cannot strengthen the relationship between discipline and personnel performance which is supported by facts and empirical data.

13. The test results show that the coefficient value of the direct effect (direct effect) between behaviour and personnel performance is 0.111 and the indirect effect through excellent service with a positive value of 0.062, while the total effect which is the sum of the direct effects and indirect effects through excellent service a figure of 0.173 was obtained. This means that the impact of intervening variables can strengthen the relationship between behaviour and personnel performance which is supported by facts and empirical data.

IV. Discussion

The discussion in this section contains an explanation of the influences and causal relationships that exist between variables that are formulated based on the SEM (Structural Equation Modeling) equation and the path coefficients and their significance level which will be discussed through the hypotheses that have been formulated whether empirical evidence has been obtained. Furthermore, the results are compared with previous relevant findings, in which the results of the comparison can be seen with theories that can strengthen and new concepts that will be raised in this study.

1. The Effect of Competence on Service Excellence

Competence is a way of carrying out work that can be categorized as effective, efficient, productive and of good quality because it has the ability that is in accordance with the conditions of the work to be done. Therefore, to improve excellent service and personnel performance in an organization, it is necessary to have Polri personnel who have high competence to work well. The results of the complete SEM model test show that competence has a positive and significant influence on excellent service. This is indicated by a critical ratio value greater than 1.96 and a probability value smaller than the required α 0.05, where the critical ratio value is 3.733 with a significance level of $0.000 \leq 0.05$ (Table 24). The coefficient value of the effect of competence (X1) on excellent service (Y) is 0.372, meaning that better competence will increase excellent service by the value of the competency coefficient which is equal to 0.372 (other variables are constant). Competence and excellent service have a positive and significant causal relationship. The positive influence of the discipline variable on excellent service is largely determined by the indicators that make it up, namely: knowledge (X1₋₁); understanding (understanding) (X1₋₂); ability (skill) (X1₋₃); value (X1₋₄); and professional attitude (X1₋₅). In connection with this study, it can be concluded that of all the indicators that make up the competency variables it is proven to have a significant influence on the excellent service of Polri Personnel.

The empirical findings resulting from this study are that there is a direct and significant influence between competence and excellent service. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, discipline has a positive and significant effect on excellent service. Thus, this research can be used as a reference for further research. Theories about competency, excellent service, and personnel performance are valid or proven.

2. The Influence of Work Culture on Excellent Service Work

Culture is a quality way of daily work that always underlies meaningful values, thus inspiring, to always work better and satisfy the community. The concept of work culture becomes a reservoir for problems if a product or project fails, causing various definitions of work culture. Each Polri personnel has a different level of excellent service according to the value system that applies to Polri personnel. The more aspects of work that are in accordance with the wishes of Polri personnel, the higher the level of satisfaction they feel. Therefore, providing a work culture for Polri personnel is important in the implementation of human resource management

because it can affect the excellent service of Polri Personnel. The results of testing the complete SEM model show that work culture has a positive and significant influence on excellent service. This is indicated by the critical ratio value greater than 1.96 and the probability value smaller than the required α 0.05, where the critical ratio value is 1.198 with a significance level of $0.000 \leq 0.05$ (Table 24). The coefficient value of the effect of competence (X2) on excellent service (Y) is 0.143, meaning that higher competence will increase excellent service by the value of the work culture coefficient which is equal to 0.143 (other variables are fixed). Competence and excellent service have a positive and significant causal relationship. The positive influence of competency variables on excellent service is largely determined by the indicators that shape it, namely: Likes to work rather than relax (X2_1); being friendly in serving the community (X2_2); can be trusted or be honest (X2_3); responsible for work (X4_4), and be firm in making decisions (X5_5).

The empirical findings resulting from this study are that there is a direct and significant influence between work culture and excellent service. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, competence has a significant effect on excellent service. Thus, this research can be used as a reference for further research. Theories about the relationship between competence and excellent service are valid or proven.

3. The Effect of Discipline on Excellent Service

The notion of discipline can be connoted as a punishment, even though its true meaning is not like that. Discipline comes from the Latin "Disciplina" which means training or education in decency and spirituality as well as character development. So the nature of discipline is related to the development of a proper attitude towards work. According to Muhlis (2015: 253), that discipline is obedience or obedience to the rules. In this case, discipline implies order and obedience. Meanwhile, Mathis and Jackson (2002: 314) state that the application of discipline is seen as a behaviour modification for problematic or unproductive employees. Therefore, to improve excellent service to Polri personnel at the Polres and Polresta Polda Sulbar, a work culture is needed which is a guideline for thinking and acting for Polri personnel in achieving organizational goals in the future. The results of the complete SEM model test show that discipline has no significant effect on excellent service. This is indicated by the critical ratio value smaller than 1.96 and the probability value greater than the required α 0.05, where the critical ratio value is small 0.608 with a significance level of $0.543 \geq 0.05$ (Table 24). The coefficient value of the effect of discipline (X1) on excellent service (Y) is 0.049, meaning that discipline has a good effect on improving excellent service by the value of the discipline coefficient which is equal to 0.049 (other variables are fixed). Discipline and excellent service have a positive and significant causal relationship. The positive influence of the discipline variable on excellent service is largely determined by the indicators that shape it, namely: Compliance with working hours (X1_1); compliance with applicable rules and regulations (X1_2); Dressing modestly at work (X1_3); use agency identification (X1_4); Use office facilities with care (X1_5); Maintain office facilities properly (X1_6), and Work by following predetermined ways of working (X1_7).

The empirical findings resulting from this study are that there is a direct and insignificant effect between discipline and excellent service. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, discipline has a positive and significant effect on excellent service. Thus, this research can be used as a reference for further research. Theories about discipline, excellent service, and personnel performance are valid or proven.

4. The Influence of Behavior on Excellent Service

Behaviour is human behaviour that is the result of all kinds of experiences and interactions between humans and their environment which are manifested in the form of knowledge, attitudes, and actions. A person's behaviour is closely related to several aspects, namely: the abilities possessed, the character, the tasks carried out, and the organizational culture and accompanying conditions. Behaviour is an activity or activity of the organism (living thing) concerned. Therefore, from a biological point of view, all living things, from plants to animals to humans, behave because they have their own activities. Notoatmodjo (2017: 139), divides human behaviour into 3 domains or areas namely: cognitive, affective, and psychomotor. In its development, this theory is modified to measure educational outcomes, namely: knowledge, attitudes, and practices or actions. The results of the complete SEM model test show that behaviour has a positive and significant influence on excellent service. This is indicated by the critical ratio value greater than 1.96 and the probability value smaller than the required α 0.05, where the critical ratio value is 2.576 with a significance level of $0.010 \leq 0.05$. The coefficient value of the effect of behaviour (X4) on excellent service (Y) is 0.190, meaning that better behaviour will increase excellent service by the value of the behaviour coefficient, which is equal to 0.190 (other variables are fixed). Excellent behaviour and service have a positive and significant causal relationship. The positive influence of behaviour on excellent service is largely determined by the indicators that shape it, namely: solving the problems faced (X4_1); appreciating fellow co-workers (X4_2); responsible for completing work (X4_3);

and prioritizing honesty at work (X4_4). The average value of the loading factor or the coefficients of the eight indicators of the behaviour variables as presented in Table 18 will be described below.

The empirical findings resulting from this study are that there is a direct and significant influence between behaviour and excellent service. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, behaviour influences excellent service. Thus, this research can be used as a reference for further research. Theories about behaviour, excellent service, and personnel performance are valid or proven.

5. The Effect of Competence on Personnel Performance

The results of the complete SEM model test show that competency has a positive and significant influence on personnel performance. This is indicated by the critical ratio value greater than 1.96 and the probability value smaller than the required α 0.05, where the critical ratio value is 3.477 with a significance level of $0.000 \leq 0.05$ (Table 24). The coefficient value of the influence of competence (X1) on personnel performance (Y) is 0.366, meaning that discipline is able to significantly improve personnel performance in Polri personnel at Polres and Polresta Polda Sulbar. Competence is a way of carrying out work that can be categorized as effective, efficient, productive and of good quality because it has the ability in accordance with the conditions of work that must be carried out by Polri personnel to fulfil the demands of their main tasks and functions in accordance with the targets to be achieved by the organization as a whole. This means that Polri Personnel must be able to work based on individual targets and organizational targets with the main objective being to achieve overall organizational performance. Performance competency or maximum performance as a qualification standard or competency standard in the process of carrying out a job/position of Polri personnel and regular implementation and shows the level of seriousness of the work team within the organization. Nawawi (2015: 168) suggests competence is workability which has 3 (three) criteria consisting of 1) Intellectual ability regarding work/position as the main task; 2) The ability to plan, carry out work/positions and evaluate the results using tools through collaborative activities; 3) Ability to measure and assess progress in work with an orientation towards efficiency, effectiveness and productivity.

In connection with this study, it can be concluded that of all the indicators that make up the competency variables it is proven that they have a significant influence on personnel performance. Empirical evidence linking discipline to personnel performance shows consistent results with this study, as stated by Mukhtar Hamzah (2011) and Fajar Maya Sari (2013), whose results conclude that competence has a significant influence on personnel performance. The empirical findings resulting from this study are that competence has a positive and significant effect on the performance of Indonesian National Police personnel

6. The Effect of Work Culture on Personnel Performance

The results of the complete SEM model test show that competence has a positive and significant influence on personnel performance. This is indicated by a critical ratio value greater than 1.96 and a probability value smaller than the required α 0.05, where the critical ratio value is 1.124 with a significance level of $0.261 \geq 0.05$ (Table 24). The coefficient value of the influence of competence (X2) on personnel performance (Z) is 0.077, meaning that a better work culture will improve personnel performance by the competency coefficient value of 0.077 (other variables remain constant). Work culture is the main factor to determine individual behaviour and group behaviour in an organization. Hadith explained from friends about work culture: Abdullah bin Mas'ud said: "Traditions that are considered good by Muslims, are also good according to Allah. Traditions that are considered bad by Muslims, are bad according to Allah. (Narrated by Ahmad, Abu Ya'la and al-Hakim)." A work culture that is social in nature for the sake of creating a good and healthy organizational environment, as evidenced by the achievement of the performance of organizational actors in it. Values guide individuals in dealing with external problems and adjustments to integration within the organization, so that they can apply values to act and behave. Panaji (2018: 34) says that in the adaptation process it is assumed that the concept of culture is a value system that is shared together.

In connection with this study, it can be concluded that of all the indicators that make up the work culture variables it is proven that they have no significant effect on personnel performance. Empirical evidence linking work culture to personnel performance shows consistent results with this study, as stated by Gunadi, et al (2018), whose results conclude that work culture has a positive and significant effect on performance. Work culture is a force that can provide stimulation or encouragement and work enthusiasm for Polri personnel so that they can change the work culture of Polri personnel and describe it as a goal to improve the performance of this personnel. The empirical findings resulting from this study are that there is a direct and insignificant effect between competency and personnel performance.

7. The Effect of Discipline on Personnel Performance

The test results of the complete SEM model show that discipline has no significant effect on personnel performance. This is indicated by the critical ratio value greater than 1.96 and the probability value smaller than the required α 0.05, where the critical ratio value is 0.645 with a significance level of $0.5199 \geq 0.05$. The coefficient value of the influence of discipline (X3) on personnel performance (Z) is 0.048, meaning that better discipline will increase personnel performance by the value of the work culture coefficient which is equal to 0.048 (other variables are fixed). According to Musanef (2018: 18), employee discipline is obedience, diligence, diligence, and employee commitment to providing services to the community so the existence of discipline is the main element in service which will affect employee performance. The same thing was stated by Nawawi (2019: 82) providing a definition of discipline as obedience in carrying out various service activities, fulfilling established work rules, being diligent in providing services, diligently carrying out main tasks and having a high commitment to main tasks in order to improve performance

. With this research, it can be concluded that of all the indicators that make up the disciplinary variables it is proven that they have no significant effect on personnel performance. This is not in line with empirical evidence linking discipline to personnel performance showing consistent results with this study, such as the results of Nurhasanah Fajriani Lahamuddin's (1019) study which concluded that discipline has a positive and significant effect on personnel performance. The empirical findings resulting from this study are that there is a direct and insignificant effect on personnel performance.

8. The Effect of Behavior on Personnel Performance

Behaviour is an activity or activity of the organism (living thing) concerned. Therefore, from a biological point of view, all living things, from plants to animals to humans, behave because they have their own activities. The results of the complete SEM model test show that behaviour has a positive and significant influence on personnel performance. This is indicated by the critical ratio value greater than 1.96 and the probability value smaller than the required α 0.05, where the critical ratio value is -2.630 with a significance level of $0.009 \leq 0.05$. The coefficient value of the influence of behaviour (X4) on personnel performance (Z) is -0.192, meaning that better behaviour will increase personnel performance by the value of the behaviour coefficient which is equal to -0.192 (other variables are fixed). Behaviour is very important to be considered by management because behaviour is one of the factors that also influence the activity process in order to improve personnel performance. As stated by Siagian (2018: 262) human behaviour is the result of all kinds of experiences and human interactions with their environment which are manifested in the form of knowledge, attitudes, and actions. A person's behaviour is closely related to several aspects, namely: the abilities possessed, the character, the tasks carried out, and the organizational culture and accompanying conditions. Behaviour plays an important role in carrying out the duties of Polri Personnel, a pleasant atmosphere of behaviour will improve the performance of personnel.

In connection with this study, it can be concluded that all indicators that shape behaviour have a negative and significant impact on personnel performance. Empirical evidence linking behaviour to personnel performance shows consistent results with this study, as stated by Mahdani Ibrahim (2015), in his research proving that behaviour has a significant effect on performance. The empirical findings resulting from this study are that there is a direct and insignificant effect between behaviour and personnel performance.

9. Direct Effect of Excellent Service on Personnel Performance

The aim of excellent service is to provide services that can meet and satisfy customers or the public and to provide a focus on service to customers. Excellent service in the public sector is based on the axiom that "service is empowerment". Services in the business sector are profit-oriented, while excellent services in the public sector aim to meet the needs of society very well or best. Police personnel who have high excellent service are more loyal to the organization and this is a capital to encourage high productivity. This opinion is supported by Barata (2013: 25) who argues that the nature of excellent service/excellent service is based on the efforts of business people to provide their best service as a form of company concern for consumers or customers. Discussion on the effect of excellent service on personnel performance using the results of the complete SEM model test. The results of the complete SEM model test show that excellent service has a positive and significant impact on personnel performance. This is indicated by the critical ratio value of $5.782 \geq 1.96$ and the required probability value of $0.000 \leq 0.05$. This means that excellent service and personnel performance have a positive and significant causal relationship. The positive influence of excellent service variables on personnel performance is largely determined by the indicators that shape it, namely: speed of service time, responsibility for handling customer complaints, number of serving officers and other supporting facilities, quality of service related to the service location, availability of information, and instructions/guidelines others, and quality of service related to convenience. Excellent service has a significant effect on personnel performance. A positive coefficient indicates excellent service has a positive influence on

personnel performance. This means that the higher the excellent service of Polri personnel, the higher the performance of the personnel. Conversely, the lower the excellent service of Polri personnel, the lower the performance of the personnel.

The empirical findings resulting from this study are that there is a direct and significant influence between excellent service and personnel performance. The implications of the results of this study for science are supported by empirical studies (previous research) giving the same results, namely excellent service has a significant effect on personnel performance. Thus, this research can be used as a reference for further research. Theories about excellent service and performance

10. The Effect of Competence on Personnel Performance through Excellent Service

The results of the Confirmatory Factor Analysis test show that the competency variables show that the five indicators used are able to support the competence of Polri personnel so that they have a positive and significant influence on personnel performance through excellent service as an intervening variable. The results of the complete SEM model test show that competency has a positive and significant influence on personnel performance through excellent service as an intervening variable. The test results show that the coefficient value of the direct effect (direct effect) between competence and personnel performance is 0.366 and the indirect effect through excellent service has a positive value of 0.181, so the total effect through excellent service is obtained by a number of 0.547. This means that the impact of the excellent service variable as an intervening variable is significant or the intervening variable is able to strengthen the relationship between discipline and personnel performance which is supported by facts and empirical data. According to Ruky (2018: 106) explains that competence in relation to performance can be classified into two types, namely: 1) Threshold competencies, namely the minimum and essential criteria needed/demanded from a position and must be fulfilled by every position holder to be able to carry out work effectively, 2) Differentiation competencies, namely criteria that can distinguish between people who always achieve superior work ends and people whose performance is only average. The same thing was stated by Terry (2015: 151) stating that every human resource has competence. Ideal competence if supported by knowledge, skills, expertise and professional attitude. So every human resource that develops and advances cannot be separated from the existence of four interrelated elements, namely elements of knowledge, skills, expertise and attitudes.

The empirical findings resulting from this study are that there is a significant influence between competency and personnel performance through excellent service as an intervening variable. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, discipline has a significant effect on personnel performance through excellent service as an intervening variable. Thus, this research can be used as a reference for further research. Theories about competency, excellent service, and personnel performance are valid or proven.

11. The Effect of Work Culture on the Performance of Polri Personnel through Excellent Service

The results of the Confirmatory Factor Analysis test show that the work culture variable shows that the five indicators used are capable of supporting the competence of Polri personnel so that they have no significant effect on personnel performance through excellent service as an intervening variable. The results of the complete SEM model test show that work culture has no significant effect on personnel performance through excellent service as an intervening variable. The test results show that the direct effect coefficient value between culture and personnel performance is 0.077 and the indirect effect through excellent service is 0.070, so the total effect through excellent service is 0.147, while the P-Value (is 0.060). This means that the impact of the excellent service variable as an intervening variable is not significant or the intervening variable is not able to strengthen the relationship between workplace culture and personnel performance which is supported by facts and empirical data. Work culture is a concept, and understanding a concept is often not easy, especially abstract concepts. Any work that goes wrong, procedures that don't work, poor employee performance, all of this is blamed on the concept that is packaged in a "work culture". The concept of work culture becomes a reservoir for problems if a product or project fails, causing various definitions of work culture. Work culture is a philosophy based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and are reflected in attitudes into behaviour, ideals, opinions, views and actions that are manifested as work (Dwiyanti, 2018: 45).

The empirical findings resulting from this study are that there is an insignificant effect between work culture and personnel performance through excellent service as an intervening variable. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, discipline has a significant effect on personnel performance through excellent service as an intervening variable. Thus, this research can be used as a reference for further research. Theories about competency, excellent service, and personnel performance are valid or proven.

12. The Effect of Discipline on Personnel Performance through Excellent Service

The results of the Confirmatory Factor Analysis test show that the disciplinary variable shows that the seven indicators used are not able to support the discipline of Polri personnel so it has no significant effect on personnel performance through excellent service as an intervening variable. The results of testing the complete SEM model show that discipline has no significant effect on personnel performance through excellent service as an intervening variable. The test results show that the direct effect coefficient value between discipline and personnel performance is 0.048 and the indirect effect through excellent service is 0.020, so the total effect through excellent service is 0.072, while the P-Value (is 0.545). This means that the impact of the excellent service variable as an intervening variable is not significant or the intervening variable is not able to strengthen the relationship between discipline and personnel performance which is supported by facts and empirical data. Work discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within the organization. So, work discipline is a mental attitude that is reflected in the actions, and behaviour of individuals, groups or communities in the form of obedience or adherence to regulations set by the government or ethics, norms and rules that apply in society. This means that discipline does not directly affect personnel performance but First, there needs to be excellent service from Polri personnel.

The empirical findings resulting from this study are that there is an insignificant effect between discipline and personnel performance through excellent service as an intervening variable. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, discipline has an insignificant effect on personnel performance through excellent service as an intervening variable. Thus, this research can be used as a reference for further research. Theories about discipline, excellent service, and personnel performance are valid or proven.

13. The effect of behaviour on personnel performance through excellent service.

The results of the Confirmatory Factor Analysis test show that the behaviour variable shows that all indicators that support behaviour have a negative and significant influence in shaping personnel behaviour, which in turn has a non-significant negative effect on employee performance through excellent service as an intervening variable. The results of the complete SEM model test show that behaviour has a negative and significant impact on the performance of Polri personnel through excellent service as an intervening variable. This is indicated by the critical ratio value of $-2.630 \geq 1.96$ and the required probability value of $0.009 \leq 0.05$. This means that the behaviour and performance variables of Polres personnel have a negative and significant causal relationship. The negative influence of behaviour on the performance of Polri personnel through excellent service as an intervening variable is determined by the four indicators that make it up, namely: solving problems faced, respecting fellow colleagues, being responsible for completing work, and prioritizing honesty in work. between behaviour and the performance of Polri personnel which is indicated by a negative direction of -0.192 and an indirect effect through job satisfaction with a positive value of 0.092, while the total effect which is the sum of the direct and indirect effects through excellent service is obtained by -0.100 (Table 24). Thus, it can be said that the thirteenth hypothesis (H13) which states that behaviour has a negative and significant effect on the performance of Polri personnel through excellent service is proven and supported by facts and empirical data. The empirical

findings resulting from this research are that there is a negative and significant influence between behaviour with personnel performance through excellent service variables as intervening variables. The implications of the results of this study for science are supported by empirical studies (previous research) which provide the same results, namely, behaviour has a negative and significant effect on personnel performance through excellent service as an intervening variable. Thus, this research can be used as a reference for further research. Theories about behaviour, excellent service, and personnel performance are valid or proven.

V. Research

Findings The findings resulting from this study are as follows:

1. Competence, work culture, and behaviour have a positive and significant direct influence on excellent service.
2. Behavior has a direct influence that is not significant to excellent service.
3. Competence and behaviour have a direct, positive and significant impact on the performance of Polri personnel.
4. Work culture and discipline have a direct influence that is not significant on the performance of Polri personnel
5. Competence has a positive and significant influence on the performance of Polri personnel through excellent service as an intervening variable.

6. Work culture and discipline have no significant effect on the performance of Polri personnel through excellent service as intervening variables.
7. Behavior has a negative and significant influence on the performance of Polri personnel through excellent service as an intervening variable
8. The resulting findings have not maximally provided truly accurate results in responding to all problems. This is due to the constraints experienced during the research so it is feared to affect the accuracy of the information obtained.

VI. Research Limitations

The limitations of this study include:

1. There were different sample characteristics in previous research and this study, which did not differentiate between Polri Personnel/staff and leaders/management, so it was feared that there could be different levels of understanding and knowledge in understanding problems and organizational conditions, thus affecting the objectivity of the answers to the questionnaire.
2. Even though the validity and reliability of the research instruments have been tested, the questionnaire used in this study can be prone to bias. This is because the answers to all statements are based on the respondent's self-report, so it is feared that there will be an overestimation in assessing himself, conversely, an underestimation when assessing things outside of him.
3. The limited time that the researcher has in terms of providing socialization to respondents in filling out the questionnaire so it is feared that there will be answers that are not objective.

VII. Conclusions And Suggestions

Conclusion

1. Competence has a positive and significant impact on excellent service. This means that the better the competence, the better the excellent service of Polri Personnel will also increase.
2. Work culture has a positive and significant influence on the excellent service of Polri Personnel. This means that the more adequate the work culture, the better the excellent service of Polri Personnel will also increase.
3. Discipline has no significant effect on excellent service. This means that personnel discipline has not been able to significantly improve the excellent service of Polri Personnel.
4. Behavior has a positive and significant influence on excellent service. This means that the better the behaviour, the higher the excellent service of Polri personnel.
5. Competence has a positive and significant influence on personnel performance. This means that the better the competence, the performance of personnel will also increase as well.
6. Work culture has no significant effect on personnel performance. This means that the work culture has not been able to significantly improve the performance of Polri personnel.
7. Discipline has no significant effect on personnel performance. This means that personnel discipline has not been able to significantly improve the performance of Polri personnel.
8. Behavior has a negative and significant impact on personnel performance. This means that the better the behaviour, the higher the performance of personnel.
9. Excellent service has a positive and significant impact on personnel performance. This means that the higher the excellent service, the better the performance of personnel.
10. The coefficient value of the direct effect (direct effect) between competence and personnel performance and the indirect effect through excellent service with a significant value, and the total effect indicates the impact of excellent service which can strengthen the relationship between competence and personnel performance.
11. The coefficient value of the direct effect (direct effect) between work culture and personnel performance and the indirect effect through excellent service with an insignificant value, and the total effect indicates that there is no impact from excellent service that can strengthen the relationship between workplace culture and performance personnel.
12. The coefficient value of the direct effect (direct effect) between discipline and personnel performance and the indirect effect through excellent service is not significant, and the total effect indicates that there is no impact from excellent service that can strengthen the relationship between discipline and personnel performance.
13. The direct effect coefficient value between behaviour and personnel performance and the indirect effect through excellent service with a negative and significant value and the total effect indicates the impact of excellent service which can strengthen the relationship between behaviour and personnel performance.

Suggestion

1. Discipline still needs to be improved by maximizing the compliance of Polri personnel during working hours, complying with rules and regulations, dressing modestly, using agency identification, guarding office facilities with care, maintaining office facilities properly, and working according to ways of working. has been determined so as to support the improvement of the excellent service of Polri Personnel in the future.
2. Competence needs to be improved by doing things as well as possible, increasing creative and innovative Polri Personnel, doing something to achieve success, completing tasks well, always looking for something new, wanting to be famous, doing difficult jobs with satisfying results, have high work initiative, do something better than others, so as to support the improvement of excellent service for Polri Personnel in the future.
3. The work culture still needs to be empowered through increasing work rather than relaxing, being friendly in serving the community, being trusted or having an attitude in order to improve the work culture of Polri personnel in the future.
4. Behavior still needs to be improved by providing air temperature in the workspace, lighting in the workspace, controlling noise around the workplace, creating air circulation in the workplace; guaranteeing the privacy of the workspace, streamlining the size of the workspace, making arrangements for the layout of the workspace, and establish relationships with co-workers in order to improve the excellent service of Polri Personnel in the future.
5. Discipline has an insignificant effect on personnel performance, so it is necessary to maximize the indicators that shape it, including compliance with Polri personnel during working hours, compliance with rules and regulations, dressing modestly, using agency identification, guarding office facilities with care, maintaining facilities office properly, and work according to a predetermined way of working so as to significantly support personnel performance improvement in the future.
6. Competence still needs to be improved by maximally empowering all the indicators that make up it so that personnel performance can be improved in the future.
7. The work culture still needs to be made effective by maximally empowering all the indicators that make it up so that personnel performance can be improved in the future.
8. Behavior still needs to be improved by maximally empowering all indicators that shape it so that personnel performance can be improved in the future.
9. The impact of excellent service which is not significant in strengthening the relationship between discipline and personnel performance needs special attention to be maximized by empowering all the indicators that make it up so that it can have a significant impact in the future.
10. The impact of excellent service which can strengthen the relationship between competency and personnel performance also still needs to be improved so that personnel performance can be improved in the future.
11. The impact of excellent service which can strengthen the relationship between workplace culture and personnel performance also still needs to be improved and made effective so that personnel performance can be improved in the future.
12. The impact of excellent service which can strengthen the relationship between behaviour and personnel performance also still needs to be improved so that personnel performance can be improved.
13. Excellent service has a positive and significant impact on personnel performance. This means that the higher the excellent service, the higher the performance of personnel.

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