Factors Influencing the Innovation of Police Performance in the West Kalimantan Region

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ABSTRACT: The main purpose of this study is to conduct an in-depth analysis of the influence of moderation and mediation of perception of special material support in the context of factors affecting innovation performance in the West Kalimantan Police. This research aims to identify and evaluate how variables such as innovative leadership, organizational values, and readiness for change interact and contribute to innovation performance. This study uses a quantitative approach using Structural Equation Modeling - Partial Least Squares (SEM-PLS) as the main analysis tool. The population of this study includes 3,118 personnel, with a sample of 512 respondents selected through stratified cluster random sampling. The results of this study reveal several important findings. First, innovative leadership has been shown to have a significant positive influence on organizational values and indirectly affects readiness to change, perception of special material tool support, and innovation performance. Second, organizational values are identified as the dominant variable that affects the innovation performance of members, either directly or indirectly through other variables. Third, readiness to change and the perception of the support of special material tools play an important mediator in the relationship between innovative leadership and innovation performance. The implications of these findings are quite broad, covering theoretical aspects in the development of organizational and management theory, managerial implications related to leadership strategies and organizational culture, and policy implications, especially in the context of policing. However, this research has limitations, especially in the context of its application to organizations with a different structure from police institutions. In addition, the specificity of the leadership role in the hierarchical structure of the National Police is also a factor that limits the generalization of these findings to the context of other organizations.

KEYWORDS: Innovative leadership, Organizational values, Readiness to change, Perception of support for special material tools, Innovation performance.

I. INTRODUCTION

Human resource management (HR) has taken a very significant role from a modern organization. Good or bad human resource management greatly determines the success of the achievement of the organization's work program (performance). Human resource management is a challenge for organizational leaders in the era of digital industrial technology like today. Leadership policies are directed at how to manage and synergize limited resources to improve the quality of human resources as optimally as possible to move the organization towards the goals to be achieved. Good human resource management begins with planning, implementation, evaluation, control (supervision) and quality improvement. This human resource management cycle must be realized in the human resource management system or quality standards which are then lowered in the standard operating procedure of an organization in order to improve the quality of sustainable human resources (sustainability). Poor human resource management in an organization will have an impact on low productivity and employee performance. Poor management of human resources is characterized by a lack of positive response from personnel (employees or employees) to organizational change and innovation which has become an agenda for almost all modern organizations, both in private organizations that are profit-oriented, and in government organizations (public) that aim to provide services to the community. Every organization today, both private and public institutions are faced with fierce competition in terms of improving the quality of products and services. Outputs and outcomes produced by private and government agencies in the form of products and/or services must meet the quality standards that have been set, this forces each institution to create quality products and services. Quality products and services will not be realized if they are not accompanied by a touch of innovation and creativity.

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On the other hand, performance is a very vital foundation in an organization. The overall performance of the organization is determined by the good or bad performance of the members of the organization (employees/employees), therefore it is necessary to make serious efforts from the management of the organization to improve employee performance through proper human resource management practices, leadership, and the provision of adequate work facilities (support system). This is in line with the results of research by Rodjam et al. (2020) which stated that "human resource management practices have a significant effect on employee performance". Effective human resource (HR) management is the key to an organization's success in facing the challenges of the digital industry era. Recent research in HR management includes the use of advanced technology, the implementation of innovation-oriented strategies, and the implementation of an adaptive and change-responsive organizational culture. Some of the innovations that are in the main spotlight are HRIS (Human Resource Information System) technology, which has become an important component in modern HR management. HRIS allows organizations to efficiently manage employee data, conduct performance evaluations, and optimize recruitment processes (Bond-Fortier, 2020). The implementation of HRIS helps improve data accuracy, accelerate decision-making, and reduce operational costs. The use of data analytics and big data in HR management also allows organizations to make more precise and accurate data-driven decisions. This analysis includes predicting labor needs, evaluating performance, and developing employees' careers (Lum et al., 2017). Data analysis is also used to identify trends and patterns that can affect employee productivity and satisfaction.

Previous research has shown that transformational leadership has a significant impact on innovation and organizational performance (Ben Amara & Chen, 2021; Uusi-Kakkuri et al., 2016). Transformational leaders are able to inspire and motivate employees to innovate and deliver their best performance. This leadership also focuses on individual development and the formation of a strong and adaptive organizational culture. Continuous learning and skill development are top priorities in an era of rapid change. Successful organizations provide continuous training programs and support employee career development (Pyo, 2020). Continuous learning ensures employees have relevant skills and are able to adapt to technological changes as well as market needs.

Based on the results of the research that has been carried out, there are several research gaps that can be used as a basis for a dissertation entitled "Factors Affecting the Performance Innovation of Police Members in the West Kalimantan Region." First, there are differences in research results regarding the influence of leadership style on innovation performance. Some studies have shown a significant positive influence of innovative leadership styles on innovation performance, while others have found that these influences are not significant or even negative in certain contexts. Limitations in previous studies often included the types of leadership styles that were not explicitly differentiated and survey methods that produced respondent bias. Second, the influence of organizational culture on innovation performance also varies. Clan culture has a negative effect on innovation performance, while adhocracy culture has a positive effect. However, these studies are often limited to specific types of organizational cultures and specific industries, thus reducing the generalization of results. Third, the readiness of individuals and organizations to change is proven to affect innovation performance. Nonetheless, previous research has often been limited to the higher education sector and did not consider cross-sector variability. Finally, mastery of information technology was found to have a significant positive influence on innovation performance. However, these studies often do not consider human and cultural factors as well as other moderation variables. By identifying the gaps in this research, the dissertation can focus on an in-depth exploration of how different leadership styles, organizational cultures, readiness to change, and the use of information technology specifically affect the performance innovation of police members in West Kalimantan. This study is expected to use more diverse methods and a wider sample to improve the validity and generalization of the results.

II. METHOD

This research is a survey research with the approach used in this study is a quantitative approach. Research that uses a quantitative approach has a naturalistic positivistic thinking paradigm, this approach is widely applied in the fields of natural sciences, socio-economics and education (Enny & Andi, 2017). The research method used is the survey method. The research design used in this study uses an associative method (correlational research) or correlational research, with the intention of analyzing and explaining the contribution and influence of innovation-oriented leadership variables, innovative culture, organizational values on the Innovation Performance of Members, with the variable Perception of support special material tools as moderator variables. This study selected locations in the West Kalimantan Regional Police which were carried out from September 2021 to August 2022. The research time will be extended if there is a shortage of data, or the instruments used to collect data are not able to produce valid and reliable data, so it needs to be improved and redistributed to obtain valid and reliable data.Type of Data The researcher uses quantitative data obtained from primary sources (questionnaire distribution), and also analyzes secondary data in the form of reports on the number of employees. The researcher also complements qualitative data with quantitative data in the form of specific descriptions of special materials for the Police. This dissertation research uses two data sources, namely; primary data and secondary data. Primary data was obtained through indirect communication techniques through the dissemination of questionnaires to civil servants and police members in each sampling unit (Police throughout West Kalimantan). Secondary data was obtained from the internal West Kalimantan Police in the form of documents on the number of

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civil servants and members of the National Police in the West Kalimantan Police, as well as specifications and types of special material equipment used by the West Kalimantan Police as a means of providing services to the community and law enforcement.

The population of this study is all members of the Sector Police (Polsek) in the West Kalimantan Police which totals 3,118 people. All members of the Police in all districts/cities in West Kalimantan were deliberately designated as populations in this study with the intention of digging up information from the members, related to innovative leadership (innovative leadership), innovation performance, organizational values, readiness to change and perception of special material tool support (Almatsus). The selection of members of the Police as a population is because the analysis unit in this study is a centralized organization of the West Kalimantan Police, the members in this case assess the unit leaders, while the unit leaders (Police Chief and Police Chief) are an extension of the Police Chief in a hierarchical manner.

Inferential statistical analysis was used to determine the influence of innovative leadership style on the innovation performance of members mediated by organizational values and readiness to change and moderated by the support of special material tools in the West Kalimantan Police. The analysis tool used in this study is Structural Equation Modelling analysis with the Partial Least Square (SEM-PLS) approach. To facilitate the analysis, the data analysis process was carried out using the help of the SmartPLS statistical software package version 3.3.3 for Windows. (Avkiran, 2018; Ghazali, 2014; Hair Jr. et al., 2014),

III. RESULTS AND DISCUSSION

This research data was collected by distributing online instruments (questionnaires) through google forms randomly to all members and Police Chiefs throughout West Kalimantan Province, based on *the stratified cluster random sampling* technique, which is *a sampling* method that combines stratified random sampling techniques (*stratified random sampling*), with the group random sampling method (*cluster randong sampling*). Through an online questionnaire, the researcher obtained a tabulation of raw data, then the data was examined, filtered and given the name of the item according to the code and order of the variables used in this study. Furthermore, *the raw data* in *comma delimited format* is imported into SmartPLS 3.3.3 software, then a research model (empirical model) is constructed based on the research conceptual model in the main menu of SmartPLS 3.3.3 software.

The researcher made the *resampling Bootstrap* error standard which is an estimation method in SEM-PLS. *Bootstrap* It is a random resampling method based on the original sample to find the best distribution approached by the standard normal distribution with a critical area in the 95% confidence interval obtained a limit (critical area) of 1.96. The number of Bootstrap subsamples is set by default by *Software* SmartPLS is 500 sub-samples, and the maximum iteration is 300 repetitions. The researcher did not change the arrangement with considerations based on Ghazali's opinion (2014), that the ideal sample number *Bootsrap Method* must be close to the original sample number. The initial stage modeling using SmartPLS 3.3.3 software produces a path diagram as presented in Figure 1 as follows:
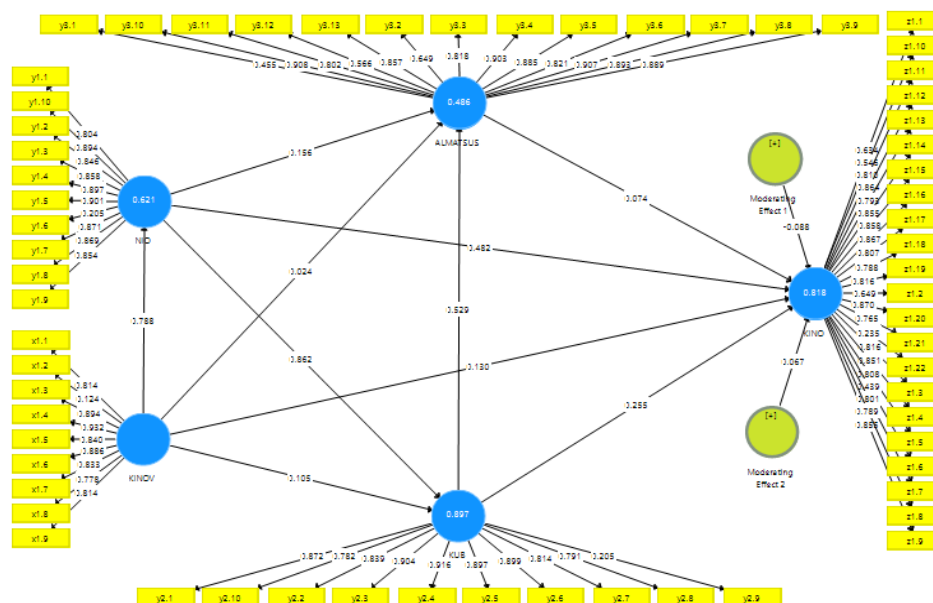
Picture 1 Measurement Model Path Diagram

Based on the path diagram in Figure 1, the researcher evaluated the measurement model (outer model), and the structural model (inner model).

Measurement model (*Measurement Model*) in SEM-PLS using the term *Outer Model* or *outer relation*. The function of the measurement model is to define the relationship of each indicator block to its latent variable. Measurement models with reflexive indicators are evaluated based on convergent validity (*convergent validity*),Discriminatory Violence *(discriminant*

validity) from the indicators and *composite reliability* for blocks Indicators. While *Outer Model* with formative indicators evaluated based on *substantive content*-by looking at the significance of the relative weight of the measurement model (*outer weight*) (Ghazali, 2014).

The lack of validity of discrimination in the latent variables of Member Innovation Performance (KINO), readiness to change (KUB) and organizational values (NIO) indicates the existence of *overlap* Measurement Function *Items* on the three latent variables. Supposedly, *Items-Items* The instrument on the Member Innovation Performance (KINO) variable only significantly measures the Member Innovation Performance (KINO) variable which is characterized by the AVE root higher than the value of the *cross loading*, but the fact is that *Items* The Member Innovation Performance (KINO) instrument is also significant for measuring variables of readiness to change (KUB) and organizational values (NIO). *Overlap* In the context of the validity of discrimination, it shows the existence of symptoms of multicollinearity between *Items* on different constructs (Ab Hamid *et al.*, 2017). However, the non-fulfillment of the validity of discrimination does not mean that the measurement instrument is inappropriate, because this study uses a type of reflexive indicator that does not require the fulfillment of the multicollinearity assumption in the *Items* questionnaires like in formative indicator types. Each *Items* It can still be justified to have a good measurement function in measuring each of its latent variables, because it has met the validity of the construct and the validity of convergence.

The reliability of the construct in CFA can be estimated using composite reliability (*composite reliability*) or sometimes called*Construct reliability* is the sizeInternal consistencydeep *Items* scale, such asAlpha Cronbach (Netemeyer *et al.*, 2003). Hair *et al.* (2014) states that the composite reliability value must be > 0.70 even though the value of 0.60 is still acceptable. Meanwhile, internal consistency *Cronbach's Alpha* assessed based on a threshold (*threshold*) by 0.7, if $\alpha \geq 0,7$, then it can be concluded that the latent construct has good internal consistency (Agbo, 2010; Schrepp, 2020).

Table 1.Reliability Estimation

Latent Variables	*Cronbach's Alpha*	rho_A	Composite Reliability
KINOV	0.945 reviews	0.95	0,954 reviews
NIO	0,958 reviews	0.959 reviews	0.965 reviews
KUB	0.955 reviews	0,958 reviews	0,962 reviews
ALMATSUS	0.965 reviews	0,968 reviews	0.97
KINO	0,971 reviews	0.972 reviews	0.974 reviews

*Source: Primary data processed using SmartPLS 3.3.3 software, Year 2022*

Based on the results of reliability estimation using *SmartPLS 3.3.3* software in Table 1, the composite *reliability and rho_A* coefficient exceeded the *threshold* of 0.7 with a reliability coefficient between 0.937-0.967, as well as the value of *Cronbach's Alpha* coefficient which has a coefficient between 0.932-0.966. This shows that the latent variables of special material tools, innovative leadership, innovation performance, readiness to change and organizational values have reliable and consistent measurements even though they are used in different times, places and subjects (respondents).

Structural Model Assessment (Inner Model)

The structural model in this study is evaluated step by step to test the hypothesis in this study which consists of direct *effect*, *indirect effect*, total effect, and assessment of the goodness of the model through the explanatory coefficient (coefficient of determination) and the size of the influence (*effect size*).

The assessment of the structural model (inner model) was carried out after *dropping* on *item* item number X1.2, Y1.6, Y2.9, Y3.1, Y3.12, Y3.2, Z1.1, Z1.10, Z1.2, Z1.22 and Z1.6 which have a loading factor of <0.7, so that the *measurement items* included in the research model are really *reliable and consistent instrument items (valid and* reliable). The empirical model that has been cleaned of *items* with a loading factor value of <0.7 is re-analyzed using *standard boostrap error* estimation through *SmartPLS* Software Version 3.3.3, the path coefficient is shown in the path *diagram* as presented in Figure 2 as follows:

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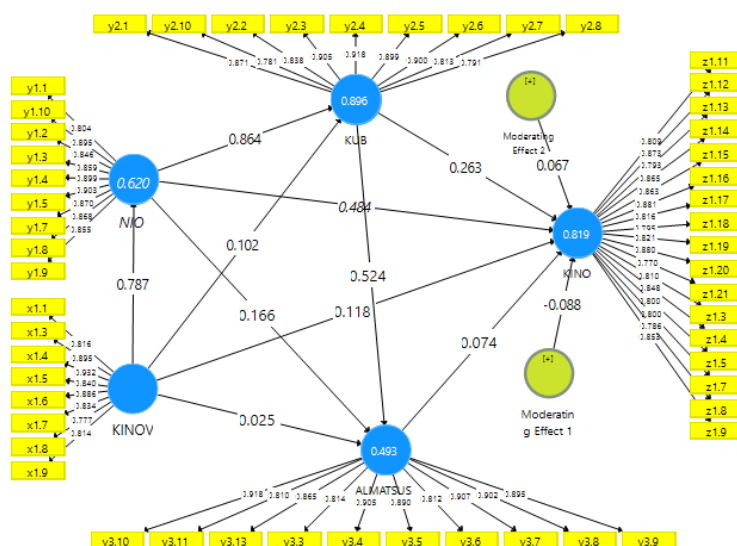
Picture 2 Structural Model Path Diagram

Based on the path diagram in Figure 2, the path parameter coefficient appears (γ_{ij}) that connects latent variables *Exogenous* with latent variables *endogenous* and loading factors that connect latent variables with measurable variables or indicators/*Items* Measurement (λ_{ij}). In detail, the coefficients of the path parameters are interpreted in the influence section, indirect influence and total influence as follows:

1. Model Accuracy

The SEM-PLS model fit assessment is carried out to ensure that the resulting model has met the set criteria and can be used for further analysis. Table 2 presents the results of the SEM-PLS model compatibility assessment with several main indexes, namely SRMR, d_ULS, d_G, NFI, and rms Theta.

Table 2.Accuracy of SEM-PLS Model

Index	Saturated Model	Estimation Model	Threshold	Information
SRMR	0,055	0,054	<0.08	Fit
d_ULS	4,289	4,250	<0.95	Not fit
d_G	2,774	2,798	<0.95	Not fit
NFI	0,802	0,803	>0.9	Less fit
rms Theta	0,112	-	<0.12	Fit

Source: *Primary data processed using SmartPLS 3.3.3 software, Year 2022*

The accuracy criteria of the SEM-PLS model using *SmartPLS 3.3.3 software* in Table 2 get It is known that the SRMR index in both the saturated model and the estimated model is less than the threshold value (*threshold*), as well as the RMS theta which is also less than the threshold value. While the model accuracy index *Normed Fit Indices* (NFI) does not meet the threshold criteria that should be more than 0.9, as well as d_ULS and d_G. (L. Hu & Bentler, 1999), a model in a structural equation that meets at least 2 criteria of model accuracy, is sufficient to be used as a basis for decision-making that the model used is fit with the data or the empirical model is suitable for predicting the theoretical model.

In addition to the model accuracy index (fit index), the goodness assessment of the model in this study was also assessed from the determination coefficient (R Square) in the SEM-PLS analysis. The coefficient of determination (R Square) is a measure that shows how much variation in the dependent variable can be explained by the independent variable in the model. A higher R Square value indicates that the model has better predictive capabilities, so the independent variables used in the study are able to account for most of the variation in the dependent variables.

Table 3. SEM-PLS Determination Coefficient

Variable	R Square	R Square Adjusted
ALMATSUS	0.493	0.490
KINO	0.819	0.817
KUB	0.896	0.896

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Variable	*R Square*	*R Square Adjusted*
NIO	0.620	0.619

Source: *Primary data processed using SmartPLS 3.3.3 software, Year 2022*

Based on Table 3, the results of SEM-PLS analysis show that the R *Square* value for the perception variable of special material support (ALMATSUS) is 0.493, with R *Square Adjusted* of 0.490. This indicates that 49.3% of the variation in the perception of special material tool support can be explained by independent variables in the model, which indicates quite good predictive ability. The R *Square* value for innovation performance (KINO) is 0.819, with an Adjusted R Square of 0.817, indicating that 81.9% of the variation in innovation performance can be explained by the model. This shows very strong predictive ability, signaling that the independent variables used in this study are very effective in explaining variations in innovation performance.

Furthermore, readiness to change (KUB) has an R *Square* value of 0.896, with the same R *Square Adjusted*, which is 0.896. This indicates that 89.6% of the variation in readiness to change can be explained by independent variables in the model, indicating very high predictive power. Meanwhile, the R Square value for organizational values (NIO) is 0.620, with an Adjusted R *Square* of 0.619. It shows that 62.0% of the variation in organizational values can be explained by the model, which also shows good predictive ability.

Overall, the R Square values obtained show that the model used in this study has good to excellent predictive ability, depending on the dependent variable analyzed. These values support the reliability of the model in explaining variations in dependent variables, providing empirical validation of the proposed model structure.

IV. DIRECT EFFECT

The direct influence hypothesis in this study is grouped into 4 models based on the number of *endogenous latent variables*, model 1 models the influence of innovative leadership on organizational values, model 2 models the influence between innovative leadership variables and organizational values on readiness to change model 3 models the influence between innovative leadership variables, organizational values and readiness to change on the perception of tool support The special material, and model 4 model the influence between innovative leadership variables, organizational values, and readiness to change, as well as moderation between innovative leadership and the perception of support for special material tools on Member Innovation Performance and moderation between readiness to change and special material tools on Member Innovation Performance. The influence can be assessed from *unstandardized regression* (*estimate*), statistical T and P-Value. If Z >1.96 and P<0.05, and the sign is positive on *the unstandardized regression*, then H0 is rejected, that is; there is a significant positive influence of *the exogenous* latent variable on the endogenous *latent variable* without going through the mediating variable.

The results of this study found that innovative leadership has a significant positive effect directly on organizational values. This is in line with the Adaptive Structuration Theory proposed by Giddens and developed by DeSanctis and Poole (1994) where Innovative Leadership is a facilitator of structure, namely as an agent of change that creates organizational values as a social structure. Organizational values that are social structures influence individuals or members in acting and interacting. In addition, the results of this study are also in line with the theory put forward by Szczepańska & Kosiorek (2017) that there are four factors that affect organizational culture, namely; the philosophy of the founder of the organization, Selection criteria/selection criteria, Top management (leadership) and Socialization. The findings are also relevant to the theory put forward by Ghinea (2015), which states that "organizational culture is influenced by leadership and management abilities." This finding is also relevant to the theory put forward by Anning-Dorson (2016) and Ariratna et al. (2019) who explain that innovative leadership is a leadership style oriented towards the creation of organizational added value by prioritizing a transformational vision, creative thinking, building participation and cooperation in the team, having morality and accountability, risk management, and an innovative organizational climate. The findings are also supported by Ariratna et al. (2019) that the Creative thinking dimension, can be defined as "the cognitive understanding of innovative leaders about how to think creatively, to display optimism, as well as to create a positive culture to encourage staff to decide on new initiatives freely, and to support innovative thinking and staff actions.

Innovative Leadership has a non-significant effect on Readiness to Change. This is not in line with the theory put forward by Almaamari et al. (2018) who stated that the factors that affect change readiness are human resource management, top management commitment, process management, focus on customer satisfaction, education and training, and friendship with suppliers. Contextual the theory of Almaamari et al. (2018) focuses on the field of marketing. If we compare it with the AST theory developed by Desantis and Poole (1994) that Readiness to Change is an adaptation process directed by Innovative Leadership. Organizational Values and Readiness to Change are critical aspects that influence. In line with AST's theory, Alolabi et al (2021) stated that the factors that affect Readiness to Change in the context of organizational management are contextual factors, leadership, organizational culture, organizational ability and technology. In the context of organizational governance and human resource management, leadership and culture factors are important factors that are interrelated and mediate leadership to

readiness to change, so it is natural and relevant if Innovative Leadership does not affect the readiness of employees or members to change without the mediating role of Organizational Values. The theory is reinforced by Weiner (2009) that readiness for organizational change is a complex and multi-layered concept. Ready to change is an organizational concept that refers to the shared commitment of the members of the organization to change (changing commitments) and a shared belief in their collective capacity to achieve it (the efficacy of change). The key word that needs to be underlined here is to change the commitment and shared belief, it will not be realized without the efforts of the leadership to create a common culture or Organizational Values that become a common belief in the organization.

The results of this study revealed that readiness to change had a significant positive effect on the perception of special material tool support. This is in line with the theory of technology acceptance that has been put forward by Davis et al. (1989) that factors that affect the use of technology are external factors such as equipment availability, ease of understanding, self-efficacy, anxiety in use related to personnel readiness to switch from manual work to automatic work with the help of modern equipment. In addition, within the framework of Adaptive Structural Theory, it is explained that readiness to change reflects the attitude and capacity of organizational members to accept and adopt new technologies.

V. CONCLUSIONS

Innovative leadership has a positive and significant direct effect on organizational values, and has a positive and insignificant effect directly on readiness to change, perception of special material tool support and Member Innovation Performance. However, innovative leadership has a significant positive effect indirectly on readiness to change through organizational values, and on the perception of support for special material tools through readiness to change, and on Member Innovation Performance through variables of organizational values, readiness to change and special material tools.

Organizational values have a positive and significant effect directly on the readiness to change, and the Innovation Performance of Members, but organizational values have a positive and insignificant effect on the perception of special material tool support. Organizational values have a significant positive effect indirectly on the perception of special material tool support through readiness to change, and have a significant positive effect indirectly on Member Innovation Performance through readiness to change and perception of special material tool support.

Readiness to change has a positive and significant effect directly on the perception of special material tool support, but readiness to change has a positive and insignificant effect directly on the Innovation Performance of Members. Readiness to change has a significant indirect effect on the Innovation Performance of Members through the perception of special material tool support.

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