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THE ANTECEDENTS OF LEADERSHIP STYLE OF THE INDONESIAN NATIONAL POLICE

印尼国家警察领导风格的前因

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Abstract

This research aims to analyze the effect of learning, training, and mentoring on leadership style and leadership style impact on the predictive character in the Indonesian police context. Due to the ontological and sociological levels, this research is significant to improving police leadership. The problem is very interesting to analyze by conducting quantitative research based on public policy and leadership perspectives. Data were collected through a questionnaire. PLS models were used to analyze the data. It was found that learning, training, and mentoring provide a positive direct effect on the leadership style. Furthermore, the leadership style also provides a positive direct effect on the predictive character of the police. In addition, the leadership style mediates the effect of training and mentoring on predictive character, but it does not mediate the effect of learning on predictive character. This result provides a recommendation for state agencies, public officials, and practitioners to make better

regulations related to police leadership in Indonesia.

Keywords: Public Policy, Leadership, National Police

摘要

本研究旨在分析学习、培训和指导对领导风格的影响，以及领导风格对印度尼西亚警察背景下预测特征的影响。由于存在本体论和社会学层面，本研究对提高警察领导力具有重要意义。通过基于公共政策和领导观点的定量研究来分析这个问题非常有趣。通过问卷调查收集数据。PLS模型用于分析数据。研究发现，学习、培训和指导对领导风格有积极的直接影响。此外，领导风格也对警察的预测能力产生了积极的直接影响。此外，领导风格在培训和指导对预测性性格的影响中起中介作用，但对学习对预测性性格的影响没有中介作用。这一结果为国家机构、公职人员和从业人员提供了一项建议，以制定与印度尼西亚警察领导有关的更好的法规。

关键词: 公共政策、领导力, 国家警察

I. INTRODUCTION

The National Police of the Republic of Indonesia, as a state instrument, has a role and is responsible for maintaining security and public order. Police as a civil institution carry out one of the functions of government in maintaining security and public order. Its essence is to carry out the function of state administration. Therefore, the implementation of the police must be based on the general principles of good governance.

The police agency is one of the public service organizations. A good police force must be realized to support good governance, as the implementation of good police standards in line with the demands and expectations of the people served. Based on public policy theory, this research aims to analyze the effect of learning, training and mentoring on leadership style and predictive character in the Indonesian Police context.

A. Background

The position of the National Police under the president has provided ample space for the National Police to carry out changes, reforms, and arrangements autonomously. Therefore, police officers can implement the reform mandate, particularly bureaucratic, instrumental, structural, and cultural reforms under the new civil police and community policing paradigm, the humanist, protagonist, and democratic.

The leadership style adopted by police officers in carrying out their duties has a major role in determining the direction of a policy, especially in deciding discrete policies attached to members of the National Police. It is expected that every member of the police force must have a predictive character in preventing potential problems that require the best leadership style. In other words, the leadership style of police officers is a very useful asset in mastering predictive abilities, namely detecting potential problems that will arise.

This research focuses on reforming the education pattern at the Police Academy consisting of learning, training, and mentoring associated with two main variables, namely leadership style and predictive character. The pattern of education at the Police Academy consists of three methods, namely learning, training, and mentoring. The contribution will be analyzed in shaping the leadership style and predictive character of the graduates as future leaders who must be adaptive to the times and oriented to public service. This is important because they are given great discretionary authority to make strategic decisions to solve problems or handle cases in carrying out their duties.

There is no statutory level of regulation as a legal umbrella in the Indonesian Police context. At the novel level, it is necessary to analyze the effect of learning, training, and mentoring on leadership style and predictive character in the

Indonesian police context. A deeper exploration of ontological and sociological levels is needed, and it is interesting to carry out research related to this issue.

B. Research Objectives

Being a member of the National Police is a noble duty to the nation and state. All members of the police force must appreciate that leadership in the police organization begins when they take the oath of office to become a police officer. Every police officer earnestly accepts the authority to enforce state law by taking the oath. Accountability and responsibility are demanded by society in return for extraordinary authority. Since then, members of the police force are no longer just ordinary citizens. Based on the power and authority assigned to them, they are asked to exercise leadership over fellow citizens in the community.

This research aims to examine and analyze the effect of learning, training, and mentoring on leadership style and leadership style on the predictive character in the context of the Indonesian Police. This research is useful for academicians and practitioners in broadening knowledge on public policy to improve leadership style and predictive character. This research also functions as a recommendation for the legislative and executive as the public officials that make revised and detailed regulations on learning, training, and mentoring on leadership style and predictive character.

C. Original Research

The performance of police officers recruited and trained under the traditional academy curriculum was compared to the performance of police officers trained under a new curriculum based on the community policing curriculum [1]. The results showed that female recruits trained under the community policing curriculum are more educated and have better careers. However, overall, recruits trained under the community policing curriculum have similar performance to recruits trained under the traditional academy curriculum. In conclusion, it was found that curriculum does not directly affect the career and the ability of the police.

As found in [2], college-educated police officers have better performance in the course of their duties than officers without a college degree. The results showed that college-educated police officers have higher performance than police officers without a bachelor's degree.

It was pointed out in [3] that the Police in the United States emphasize that technical skills-

enhancing training for police officers still emphasizes militaristic skills. It is necessary to develop other models to improve the ability of the police in honing non-technical skills such as decision making, and various considerations are needed.

Leadership competencies were identified for police officers in major United States cities to help describe leadership competencies relevant to police officer positions [4]. The results showed that customized leadership competencies have proven useful in providing data for the selection, development, and training of police officers.

The state of police education in California was described in [5]. The results showed that California police stations offer more incentives to encourage police officers to continue their education to a higher level. Most departments only require a high school diploma for a qualification to be a police officer, but 35 percent of police officers are graduated with a bachelor's degree, and they have higher average salaries. Police education levels in the United States vary, and higher educational requirements do not affect the recruitment of police officers.

Leadership styles in police officers examined in [6]. Police leadership must balance the conflicting values and needs of the communities they serve. Ineffective leaders tend to consider themselves to be liked by everyone, and therefore, they do not understand leadership abilities. The average transformational leadership and leadership effectiveness scores were then calculated for each leader. The results showed a positive correlation between emotional intelligence and transformational leadership. Transformational leadership can contribute to effective leadership. A leadership training program should be developed to educate the leadership style of police officers.

Leadership has different meanings depending on the context; it can include operations, management, supervision, and command. Leadership is defined as an ability to effectively influence and combine individuals and resources to achieve impossible goals. Leadership skills are partly general, but policing imposes different demands in constitutional and legal contexts. They include the importance of discretion over police work, the diversity and complexity of the nature of police work itself, the psychological and ethical pressure placed on practitioners, and the need for senior leadership to consider them [7].

In the police, leadership is one of the important and sacred actors as seen from the special and distinctive uniforms such as clothes,

epaulets, commando sticks. In addition, the use of the term title for police leaders becomes more authoritative and charismatic in a typical chain of command. These peculiarities are intended to create a sense of pride for a leader who has a strong leadership character, pride for those he leads and excites the spirit of loyalty and patriotism in serving the nation and country.

There is a debate between theory and practice related to leadership. Leadership has become an organizational issue that continues to stick and provokes discourse regarding the challenges of effective leadership in the existing environmental context. Leadership is a factor that is the key for organizational success in a rigorous contestation process, for example, in the role of forming, implementing, and making public service policy innovations. The Leadership Quality model in the Police with the term "Police Leadership Qualities Framework" (PLQF) clearly defines the value and behavioral framework that allow the model to be developed in practice [8].

The differences of the previous research on police leadership and character need to be explored because the government and its agencies should manage this problem by enforcing rules and standards to be set up in police learning, training, and mentoring. This research analyzes a multi policies approach regarding police leadership and predictive character in Indonesia.

The main problems are detailed into research questions as follows: 1. Does learning provide a direct effect on leadership style? 2. Does training provide a direct effect on leadership style? 3. Does mentoring provide a direct effect on leadership style? 4. Does leadership style directly affect the predictive character of the police?

II. LITERATURE REVIEW

A. Public Policy Theory

In 1990, the paradigm of public administration began to shift towards the New Public Management (NPM). This paradigm is an important issue in the reform of the public administration sector. NPM is growing rapidly in the United States. NPM has become a global movement, so that developing countries are also affected by the spread of this concept. NPM uses a private and business sector approach to understand the public sector. Intellectual support for this perspective comes from public policy schools. The flow of public policy in the previous decades had quite strong roots in economics; therefore, policy analysts and experts in policy evaluation were trained with the concepts of

market economics, costs, benefits, and rational models of choice. Subsequently, this school shifted its attention to policy implementation, which they later referred to as public management [9].

As argued in [10], public policy is a series of actions determined and implemented or not carried out by the government that has a purpose or is oriented towards certain goals for the benefit of the entire community. The implications of this understanding are: first, the determination of government action; it is not enough to only be stated, but it must be implemented in real life based on certain aims and objectives, and essentially for the interests of the entire community. Public policy is a complex pattern of collective interdependence choices, including decisions to actions taken by government agencies or offices.

Public Policy analysis is an intellectual and practical activity aiming to create, assess, and communicate knowledge about the policy process. The policy process has five interdependent stages that together form a complex and non-linear cycle of intellectual activity. These activities are performed sequentially and are embedded in a complex, non-linear, and essentially political policy process [10].

A new model in public policy is needed to improve the performance of public services with results-oriented and competitive dynamics by changing the rules of the game and fostering creativity in providing services. The emergence of the New Public Management (NPM) paradigm in the early 1990s is an important momentum questioning the dominance of the government and providing space for the private sector to participate in public services [11].

The paradigm can be divided into five periods. The first period is the separation between politics and public administration, focusing on civil service and government budgeting, with political and policy loci. The second period is administrative principles focusing on administrative principles, namely planning, organizing, coordinating, reporting, and budgeting with a locus in any organization. The third period is political science because it focuses on formulating public policies full of political values, and the locus is bureaucracy. The fourth period considers public administration part of administrative science that must be developed scientifically, focusing on public administration and business administration. The fifth period focuses on public administration functioned as public administration, focusing on organizational

theory, management theory, and public policy, while the locus is public problems and public interests. A new paradigm emerged that public policy as governance with a multi-dimensional approach and focus on public affairs requires private parties and society and locus on the public, private, and civil society sectors [12].

The development of the public administration paradigm emphasizes the focus, locus, and value to be achieved. The focus is on organizational structure and management functions for the classical bureaucracy. The locus is on the government bureaucracy and business organization, while the values are on efficiency, effectiveness, economics, and rationality. For neo-bureaucracy, the focus is on behavior-based decision-making processes, management, systems, and research. The focus is on government bureaucratic decisions, and the values are on efficiency, effectiveness, economics, and rationality. The institutions focus on understanding bureaucratic behavior and making decisions that are gradual and incremental in nature. For human relations, the focus and locus are on organization, while the values are on participation in decision-making, minimization of differences, status, openness, self-actualization, and increased job satisfaction. The public choices focus on providing services to the community. Moreover, the New Public Management (NPM) is concerned with human values and social justice, focusing on organizational design based on decentralization, democracy, responsiveness, participation, and providing services needed by the community [13].

NPM has been criticized for not being driven like a business because running a government is the same as driving a democratic order. As a result of adopting an economic (market) orientation approach, the provision of public services is a transformation of public service ethical standards. They include accountability, representation, neutrality, responsiveness, integrity, equality, accountability, impartiality, kindness, and justice, replaced with market values such as efficiency, productivity, cost-effectiveness, competition, and profit-seeking. The NPM paradigm is irrelevant in overcoming public problems because it has a philosophical and ideological basis incompatible with the state administration. A new paradigm is needed, later called New Public Service in 2000 [9].

This NPS is a new paradigm of Administrative Science, which emphasizes revitalizing the community's position as citizens who have the right to be served. This concept

differs from the previous paradigm, which emphasizes the community as a customer, an object rather than a business-based service. In contrast to the classical model concept and NPM, the NPS concept is a concept that emphasizes various elements, especially prioritizing aspects of service to the public by considering the community as human beings who have human rights.

Based on the epistemological and sociological of public policy theory for refining the research, it can be stated that multi-policies and regulations related to leadership style and predictive character are part of public policy theory.

B. Leadership Theory

Effective leaders have strong characters who can motivate, inspire, and empower organizational members to achieve the goals set by the leader or by the organization. A superior leadership role is needed from the top leadership on various lines of unity in the police organization. Leadership determines the success of an organization. Leadership even determines the success of a civilization.

There are many approaches to understanding leadership. There are four approaches: trait, stylistic, situational, and functional. The trait approach discusses the leaders' qualities that differentiate them from ordinary people. The stylistic approach is generally based on a stylistic approach, which focuses on comparing autocratic, democratic, and laissez-faire styles; it is equipped with the directive, consultative, participatory, and delegation styles. The situational approach finds that the determinants that can make a leadership style effective vary greatly, depending on the situation in which the leader is in and on the leader's personality. The functional approach to leadership generally focuses on the characteristics and behaviors of certain individuals that are recognized and accepted by others as leaders.

Transactional leadership is a leadership model that emphasizes transactions that need to be considered in making a decision. Transformational leadership is characterized by a leadership style model that seeks creative and innovative ways to achieve organizational goals that may seem impossible to achieve. Laissez-faire leadership is a leadership style model that allows subordinates to carry out tasks without supervision from superiors and all tasks are the responsibility of subordinates. Dark leadership is the side of leadership filled with incompetence, immoral character, and unethical behavior [14].

It is necessary to avoid the abuse of power in managing policies. Abuse of power impacts deviant actions that are under pressure from power and the moral behavior of public officials. A weak system is developed by public officials who abuse power; they generally do not have a proper view of life as a nation and state. Therefore, it is necessary to have a system in which collaborative practices are carried out, and it is just not rhetoric [15]. Abuse of power in managing policies often leads to conflicts of interest and corruption. Service policies must be controlled by the state for the greatest prosperity of the people. The research results found that abuse of power occurs due to a conflict of interest to maintain power in service policies taking cultural morality and limiting the extent of that power [16].

Weak law enforcement in resolving cases by easing court decisions has caused many cases to be delayed in the prosecution process or even terminated. This is an indication of weak law enforcement [17]. Another case study with a qualitative method explains that there has been an abuse of power against the authority of state institutions. Therefore, it is better for regulators to think about operational accountability, which requires a system of checks and balances [18].

The PLQF is a tool for developing police leadership by establishing 69 behavioral statements to assess three core leadership qualities. Leadership competencies are based on knowledge and experience in serving and identifying future leaders and leadership qualities. Three main things come into focus of PLQF, which are personal awareness, personal integrity, and passion for achievement. Personal awareness is the value of awareness within the police obtained from personal reflection on various beliefs and values, analysis of the environment, and its influence on others. Personal integrity is the achievement of the highest level of integrity in the organization and interpersonal life. Passion for achievement is the attitude within oneself to pursue success and service, both for personal use, others, and for serving the community [8].

Leadership is the ability to influence and combine individuals and resources to achieve goals effectively. This differs from the concept of the command model because the source of authority is personal and not based on position. One of the main factors is the leader's authority that emerges from his character to inspire his followers to achieve common goals. Leadership formulation involves advice, personal example, and the exercise of commanding authority,

depending on the situation to achieve goals. Effective leaders understand themselves, the organization, the environment, the needs of their followers, and based on this knowledge, they train leadership and decision-making.

C. Hypotheses Development

Currently, the police academy is still applying educational methods through learning, training, and mentoring. For this reason, it is necessary to adjust various educational content through curriculum innovation, coupled with a predictive policing model character approach for the cadets. This is intended as a new approach and method that can detect potential crimes as early as possible and minimize internal violations by members of the National Police. An in-depth analysis is needed to map the ideal pattern of education, including in the preparation of curriculum and teaching materials in implementing this predictive character content in educational activities. The analysis in this research also included the ideal leadership style in realizing the police as a public service organization oriented to excellent service by prioritizing the public interest.

Based on the previous explanation above, several hypotheses can be developed.

H1: learning has a direct effect on leadership style.

H2: training provides a direct effect on leadership style.

H3: mentoring provides a direct effect on leadership style.

H4: leadership style directly influences the predictive character of the police.

The model can be seen in Figure 1 as follows.

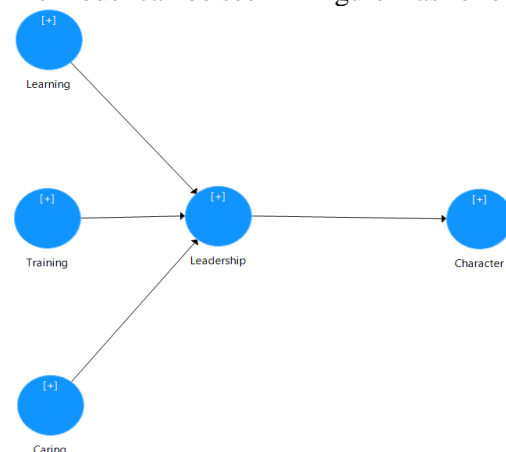


Figure 1. Model development

III. RESEARCH METHODS

This research was conducted based on the quantitative predictive approach by proposing a quantitative predictive research model. The

quantitative predictive research model was used to calculate, analyze, and test all related hypotheses. There were five variables in the Research Model. The independent variable was Predictive Character. The Dependent Variables were Learning, Training, Mentoring. The Mediating Variable was Leadership Style.

Each variable was latent and measured through several indicators reflecting the variable. The research used a 5-point Likert scale with responses to the questionnaire. The questions were given a score of 1 for “Strongly Disagree” and 5 for “Strongly Agree”. The research Model was analyzed using smartPLS, and it is presented in Figure 2.

Data were collected using a questionnaire, which was developed based on a set measure for all variables and submitted electronically to 500 respondents of Police Officer. There were 450 responses obtained, and they were completely usable (90%). This finding is in line with the research. Data were analyzed using Partial Least Square smartPLS version 3.0.

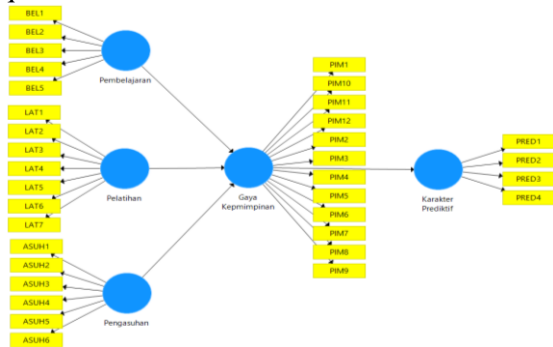


Figure 2. Research model

Descriptive statistics were conducted to explain the characteristics of respondents and variables. Inductive Statistics were performed using Variance-Based Structural Equation Modeling. Path analysis used Partial Least Square (PLS), which consisted of 3 relationships. First, the Outer-Model, which specifies the relationship between latent variables and their indicators (measurement model). Second, the Inner-model that determines the relationship between latent variables (structural model). Furthermore, third is weights in assessing the latent variables to be estimated [19].

Validity refers to the extent to which the accuracy of a measuring instrument can measure a construct. Calculation of construct validity was assessed using convergent validity and discriminant validity. Reliability refers to the internal consistency between construct indicators that show the extent to which each indicator shows the same latent factor. Calculation of

reliability was assessed using Cronbach’s Alpha and Composite Reliability [19].

IV. RESULTS

A. Measurement Model Evaluation

The evaluation of the measurement model or the outer model using the PLS Algorithm statistical calculation assesses the validity of each indicator item (questionnaire item). Based on Figure 3a, it can be seen that the value of convergent validity is from the outer loading on each indicator item. The calculation results of the algorithm are in Figure 3a as follows.

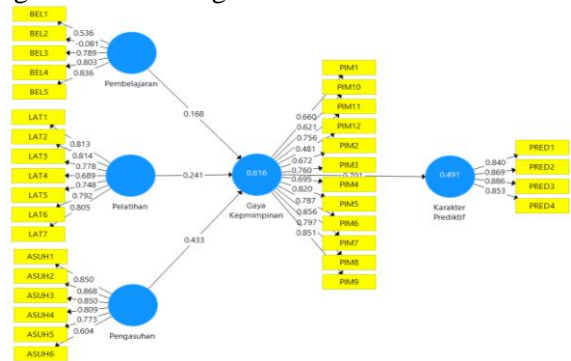


Figure 3a. PLS algorithm

This model should be revised because convergent validity does not comply with requirement 0.7. Several indicators should be dropped, and the revised model should be developed. The evaluation of the revised model shows that the value of convergent validity results is met the convergent validity requirement as per Figure 3b.

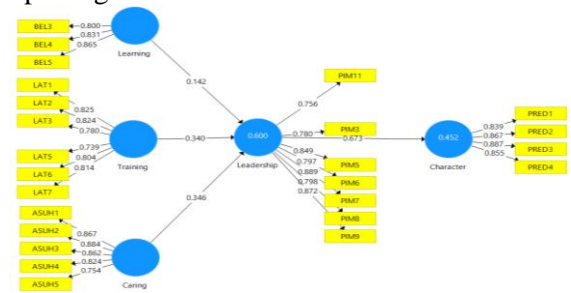


Figure 3b. Revised PLS algorithm

Table 1. Reliability calculation

Variable	Cronbach Alpha	Composite Reliability	Average Variance Extr.
Learning	0.778	0.871	0.693
Training	0.886	0.913	0.673
Mentoring	0.894	0.922	0.705
Leadership	0.919	0.935	0.675
Character	0.885	0.920	0.743

Table 1 demonstrates that all variables have met the reliability requirements because the

Cronbach's Alpha, Composite Reliability, and Average Variance Extracted value have met the requirements.

Therefore, all indicator items have met the requirements of convergent validity, and each variable has met the reliability requirements. For Leadership, the R square is 0.600, meaning that it is above 0.35, and for Character, the R square is 0.452, meaning that it is above 0.35. The model is declared strong enough and can be continued for hypothesis testing by bootstrapping on SmartPLS.

B. Structural Model Evaluation

The results of hypothesis testing are shown in Figure 4.

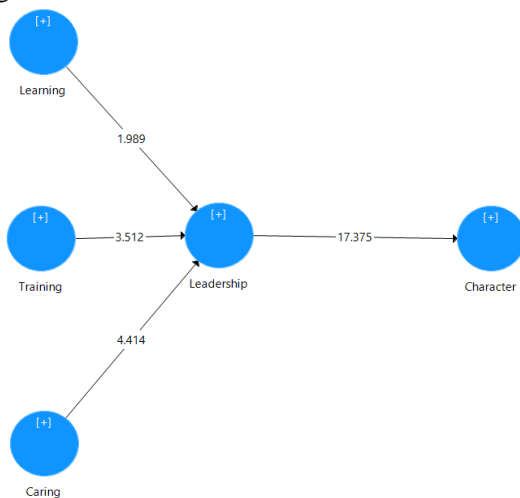


Figure 4. PLS bootstrapping

Table 2 shows that the following results of hypothesis testing. Learning provides a positive direct effect on leadership style (H1 was accepted). Training provides a positive direct effect on leadership style (H2 was accepted). Mentoring provides a positive direct effect on leadership style (H3 was accepted). Leadership style provides a positive direct effect on the predictive character of the police (H4 was accepted).

Table 2.
Hypothesis testing calculation

Hypothesis	Coefficient	T-Statistics	P-Value
Learning >> Leadership	0.142	1.989	0.047
Training >> Leadership	0.340	3.512	0.000
Mentoring >> Leadership	0.346	4.414	0.000
Leadership >> Character	0.673	17.375	0.000

Based on Table 3, Leadership Style mediates the effect of Training and Mentoring on Predictive Character. However, Leadership Style

does not mediate the effect of Learning on Predictive Character.

Table 3.
Mediation testing calculation

Mediation	Coefficient	T Statistics	P-Value
Learning >> Leadership >> Character	0.095	1.932	0.054
Training >> Leadership >> Character	0.229	3.599	0.000
Mentoring >> Leadership >> Character	0.233	4.132	0.000

V. DISCUSSION

Learning provides a positive direct effect on leadership style (H1 was accepted, $r = 0.142$, $p = 0.047$). Training provides a positive direct effect on leadership style (H2 was accepted, $r = 0.340$, $p = 0.000$). Mentoring provides a positive direct effect on leadership style (H3 was accepted, $r = 0.346$, $p = 0.000$). Leadership style provides a positive direct effect on the predictive character of the police (H4 was supported, $r = 0.673$, $p = 0.000$). Leadership Style mediates the effect of Training on Predictive Character ($r = 0.229$, $p = 0.000$) and Mentoring on Predictive Character ($r = 0.233$, $p = 0.000$). Leadership Style does not mediate the effect of Learning on Predictive Character ($r = 0.095$, $p = 0.054$).

Leadership in the police organization is related to enforcing state law. Accountability and responsibility based on the power and authority given are used to carry out the leadership. Leadership style and predictive character are useful in broadening knowledge about public policy. Based on the comparison between traditional curriculum and new curriculum, it was found that education in the traditional curriculum is better than the new curriculum. However, overall, the performance in both curriculums was similar. Highly educated police do a better job in some categories. Technical skills training needs to be developed to improve the ability of the police to hone skills and make decisions. Leadership competencies for police help describe leadership competencies relevant to police officer positions. Leadership styles have proven to be useful in providing data for the selection, development, and training of police officers.

Police education indicates that more incentive was granted to continue education to a higher level. Police education curricula vary, and higher educational requirements affect the recruitment of police officers. Police leadership styles often balance the values and needs of the community.

Training should be developed to educate the leadership style of police officers. Leadership depends on the context, including management, supervision, and command. The ability to influence and combine individuals and resources to achieve possible and general goals within the constitution is in the context of police work. It is necessary for leadership to consider important and sacred factors, such as how they use the term title for police leaders in the chain of command. A sense of pride for a leader evokes a spirit of loyalty. Leadership provokes discourse on effective leadership in the existing environment. Leadership is a key factor in organizational success in implementing public service policies.

VI. CONCLUSION

Based on the analysis and discussion of the research result above, it can be concluded that learning provides a positive direct effect on leadership style (H1 was accepted). Training provides a positive direct effect on leadership style (H2 was accepted). Mentoring provides a positive direct effect on leadership style (H3 was accepted). Leadership style provides a positive direct effect on the predictive character of the police (H4 was accepted). Furthermore, Leadership Style mediates the effect of Training and Mentoring on Predictive Character. However, Leadership Style does not mediate the effect of Learning on Predictive Character.

The public security service system developed by the National Police requires organizational management to be more effective and efficient in regulating people and their behavior. The community security service system requires the development of community empowerment methods to overcome the physical environment, work environment, social environment, law and order problems, which are known to contribute to security problems and status. The professional role of police officers in the physical environment, social environment, work environment, information systems, and behavior is an important requirement. The ability to manage security needs to be prepared and developed to be used optimally.

Mistakes in making decisions will have fatal consequences, such as material loss, even death. The impact is on the performance of the police considered to be decreasing because they make mistakes in making decisions while carrying out their duties. The influence of the three aspects of the pattern of education in the formation of leadership and character is efforts to prevent crimes that may occur in society.

It is suggested that state agencies, public officials, and practitioners pay attention to learning, training, mentoring, leadership style, and predictive character to make better regulation related to police leadership in Indonesia.

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